

BULKY DOCUMENTS

(Exceeds 300 pages)

Proceeding/Serial No: 91156321

Filed: 4-15-2008

**Title: THE CHAMBER OF COMMERCE OF THE
UNITED STATES OF AMERICA V. UNITED STATES
HISPANIC CHAMBER OF COMMERCE FOUNDATION**

Part 2 of 6



1 MR. COLBERT: Object to the question.

2 Vague. You may respond.

3 A. Not until I was asked for information
4 that related to this case.

5 Q. And after that point you were told by
6 somebody that there is an interaction?

7 MR. COLBERT: Excuse me. Could you read
8 that question back?

9 - - -

10 (Whereupon the following portion of the
11 testimony was repeated by the Court Reporter:

12 QUESTION: And after that point you were
13 told by somebody that there is an interaction?)

14 - - -

15 MR. COLBERT: Object to the form of the
16 question, both as leading and misstating testimony.
17 You may respond.

18 A. I don't understand the question.

19 Q. Has anybody told you at the United States
20 Chamber of Commerce that there in fact had been any
21 cooperation or interaction or relationship between
22 the United States Chamber of Commerce and the United

1 States Hispanic Chamber of Commerce or United States
2 Hispanic Chamber of Commerce Foundation?

3 A. Other than it related to this case, no.

4 Q. What about as it related to this case?

5 MR. COLBERT: To the extent that you are
6 going to ask her for privileged communications which
7 she may have had with counsel, I'm going to instruct
8 her not to answer. Otherwise, she may respond.

9 BY MR. ELISEEV:

10 Q. To the extent that communications came
11 from anybody but the United States Chamber of
12 Commerce attorneys, have you been told by anybody
13 regarding any communication between United States
14 Chamber of Commerce and United States Hispanic
15 Chamber of Commerce?

16 A. I'm going to answer it the same way.
17 Only when it related to this case.

18 Q. And are you aware of any relationship
19 between these two entities?

20 A. I am not aware of it.

21 Q. Okay. What is the location of the United
22 States Chamber of Commerce office?

1 MR. COLBERT: Asked and answered.

2 A. I answered that earlier.

3 MR. COLBERT: You may answer it again.

4 A. 1615 H Street.

5 Q. The United States Hispanic Chamber of
6 Commerce is located at 2175 K Street.

7 How far is it from the location of the
8 United States Chamber of Commerce?

9 MR. COLBERT: I'm going to object to the
10 extent it's beyond the scope of direct. I'm going
11 to object to the extent it fails to lay a
12 foundation. Object on relevance. You may respond.

13 A. I have no idea.

14 Q. Do you know where --

15 A. We're on K Street right now. I don't
16 live in the city. I would have to Google it to tell
17 you how many blocks we are apart.

18 Q. Does 2175 K Street means that this is an
19 intersection between K Street and 21st Street?

20 A. Correct.

21 Q. So how far is K Street from K Street?
22 Roughly how many blocks?

1 MR. COLBERT: I'm going to let her
2 respond, but I have to say that you're going from
3 the sublime to the ridiculous in this line of
4 questioning. But she may respond to the extent that
5 she can. Again beyond the scope of direct and it's
6 irrelevant.

7 MR. ELISEEV: I think these are simple
8 questions.

9 MR. COLBERT: I would also like to say,
10 for the record, that I sort of resent the sense that
11 I'm feeling that you are filling up all the time
12 that you have from one witness to the next. Even
13 though what you're doing is taking discovery and
14 interrogating the witness beyond the scope of the
15 direct, I'll let you do it. I'll let you have your
16 cross, but this line of questioning really is
17 irrelevant. You may respond.

18 MR. ELISEEV: I disagree. I have plenty
19 of time. I'm not filling my time and I have as much
20 time as I need and I'm entitled to this answer.

21 A. Ask the question again. You didn't
22 ask -- not the question. You said we were on K

1 Street, right? So H, I, J, K, three blocks over, 16
2 and what was the address? 21 --

3 Q. 75, yes.

4 A. Five blocks.

5 Q. So that's roughly less than a mile?

6 A. I'm not -- I don't live in D.C., I only
7 work in D.C., so if I had to guess I would say it's
8 probably --

9 MR. COLBERT: I'm going to object. They
10 don't want you to guess. Because after all, he says
11 he wants just to get some information. So he
12 doesn't want you guessing at anything.

13 THE WITNESS: Understood.

14 Q. So it's --

15 A. A number of blocks.

16 Q. A small number of blocks; right?

17 A. I'm not saying small.

18 Q. Is it less than 10 blocks, because you
19 just calculated it?

20 A. It sounds like it's less than ten blocks.

21 MR. ELISEEV: No more questions.

22 MR. COLBERT: We are going to take three

1 minutes.

2 - - -

3 (Recessed at 12:07 p.m.)

4 (Reconvened at 12:13 p.m.)

5 - - -

6 MR. COLBERT: Back on the record.

7 BY MR. COLBERT:

8 Q. I would like you to turn to Cole Exhibit
9 13, if you would, Ms. Cole.

10 Do you recall being questioned about this
11 document on cross-examination --

12 A. Yes.

13 Q. -- by counsel for the U.S. Hispanic
14 Chamber of Commerce?

15 A. Yes.

16 Q. Do you remember being queried extensively
17 on the universe that was queried by the NMS survey?

18 A. Yes.

19 Q. And do you remember being asked specific
20 questions about specific Websites that may have been
21 queried?

22 A. Yes.

1 Q. And do you also recall at that point
2 being asked about how many Websites were in the
3 universe?

4 A. Yes.

5 Q. Okay. And did you find anything in that
6 survey that would tell you how many?

7 A. Yes.

8 Q. Okay. Did you put your finger on it at
9 any time during your testimony --

10 A. Yes, I did.

11 Q. -- during your questioning by counsel for
12 U.S. Hispanic Chamber of Commerce?

13 A. Yes, I did.

14 Q. Could you read that sentence on that page
15 and identify for the record what page it's on?

16 A. I'm on page 50237, very top paragraph,
17 middle sentence. NMS monitored and collected
18 qualitative and quantitative data from a universe of
19 over 250,000 of the most visible, active and
20 relevant Websites, message boards and chat rooms of
21 the Internet to provide an analysis of U.S.
22 Chamber's brand awareness among key demographics.

1 Q. After you physically put your finger on
2 that sentence, you were not then asked about the
3 total number of Websites in the universe, were you?

4 A. Yes.

5 Q. And that's the answer?

6 A. Correct.

7 MR. COLBERT: Thank you. I have no
8 questions.

9 BY MR. ELISEEV:

10 Q. Ms. Cole, do you have any independent
11 knowledge of the Websites that were surveyed in this
12 project?

13 A. Only the ones mentioned in here.

14 Q. Other than what's mentioned in this
15 document, do you have any independent knowledge of
16 any Websites or number of Websites that were
17 surveyed in this project?

18 A. No, I do not.

19 MR. ELISEEV: No more questions.

20 //

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MR. COLBERT: The witness is excused.

Thank you very much. We can go off the record now.

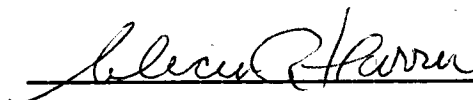
(Recessed at 12:16 p.m.)

(Reconvened at 1:13 p.m.)



PATRICIA A. COLE

SUBSCRIBED and SWORN TO before me this 24th day of
September, 2007.



NOTARY PUBLIC

ALICIA R. HARRIS
Notary Public, District of Columbia
My Commission Expires May 31, 2011

My Commission expires: _____

1 UNITED STATES OF AMERICA)

2 ss:

3 DISTRICT OF COLUMBIA)

4
5 I, ROBERT M. JAKUPCIAK, a Notary Public in
6 and for the District of Columbia, do hereby certify
7 that the within transcript is a true and accurate
8 record of the testimony of PATRICIA A. COLE under
9 oath and other proceedings in The Chamber of Commerce
10 of the United States of America v. United States
11 Hispanic Chamber of Commerce Foundation, Opposition
12 Number 91/156,321 and Serial Number 78/081,731. The
13 deposition was held at the offices of Kenyon & Kenyon
14 LLP, 1500 K St. N.W., Washington D.C., on Wednesday,
15 June 20, 2007, from 9:00 a.m. to 1:13 p.m. and in
16 the presence of both parties.

17
18 I further certify that I am not a
19 relative, employee, attorney or counsel of any of
20 the parties to this action and that I am in no way
21 interested in the outcome of this matter.

22
IN WITNESS WHEREOF, I have hereunto set
my hand this 3rd day of July, 2007.

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My Commission Expires:

December 14, 2008

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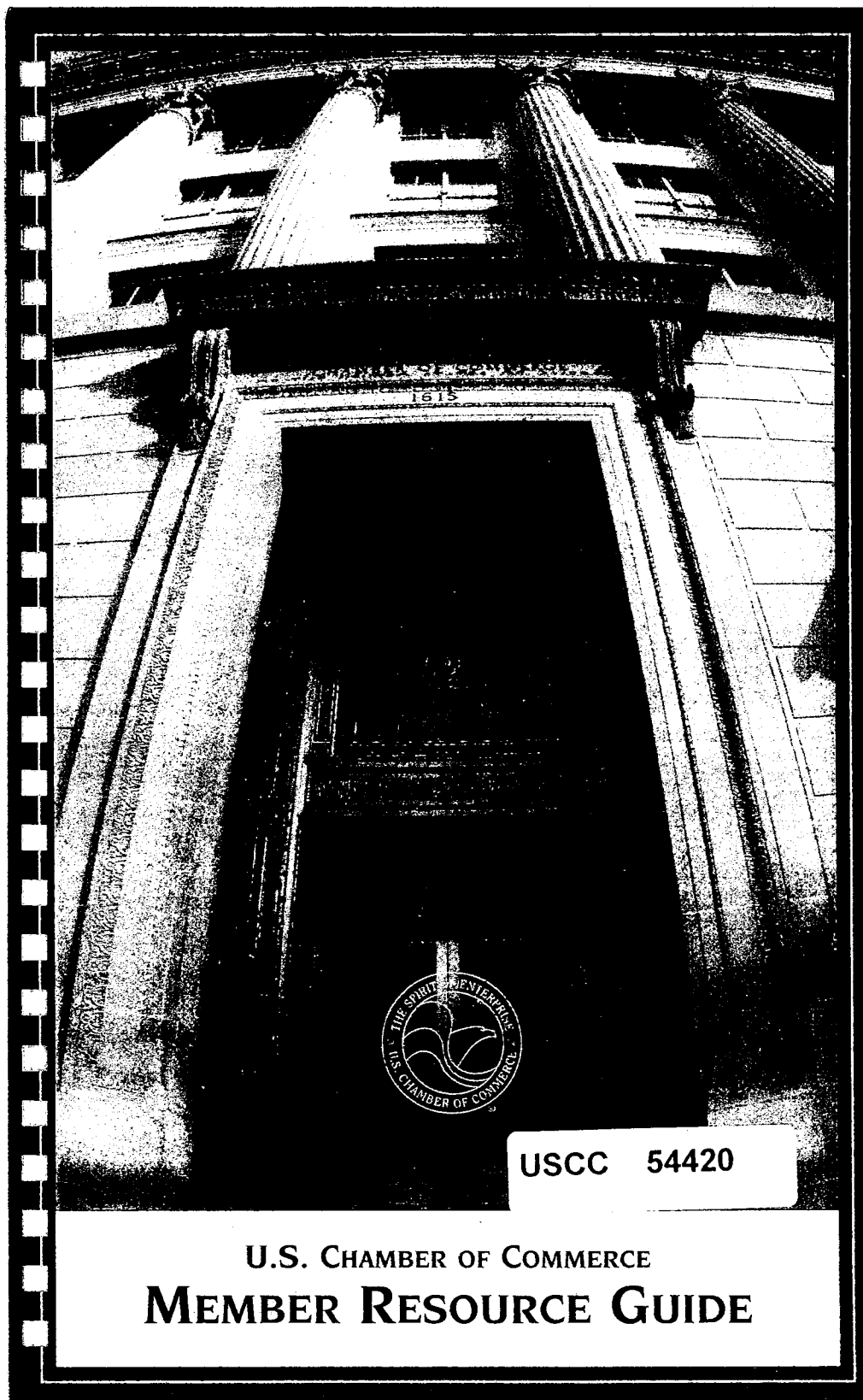
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EXHIBIT 1



U.S. CHAMBER OF COMMERCE
MEMBER RESOURCE GUIDE

COLE EXHIBIT 1

Offered by Opposer, The Chamber of
Commerce of the United States of America

The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation
Opposition Number 91/156,321

Using Your Resource Guide

Your Resource Guide is a valuable tool that will help you make the most of your U.S. Chamber membership.

Use your Resource Guide to:

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- Network through one of the U.S. Chamber's 3,000 events hosted each year
- Engage in the issues, policies, and regulations that affect your business through the Chamber's Government Affairs office
- Help shape international and trade policy issues through our International Division
- Advocate for a simpler, fairer legal system for business through our Legal Affairs affiliates
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USCC 54421

COMMITTEES,
COUNCILS, AND TASK
FORCES



USCC 54422

COMMITTEES, COUNCILS, AND TASK FORCES



ACCREDITING BOARD

The Accreditation program of the U.S. Chamber is the only one of its kind to monitor the dynamic chamber of commerce industry. Rolled out in 1964, the Accreditation program was developed to promote the continuous advancement of the chamber industry in eight areas of work - including governance, government affairs, and technology - and submit its findings in an evaluation report to the U.S. Chamber. The Accrediting Board, a panel of chamber members and members of the U.S. Chamber's board of directors, votes on final Accreditation for the local chamber. Chambers exceeding the basic requirements are awarded with three, four, or five stars.

AFRICA SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee focuses on (1) strengthening African-U.S. business and economic ties via the Africa Growth and Opportunity Act and other means, (2) promoting market-based economic reforms in the region, especially as they lead to expanded small- and medium-size business growth, (3) further integrating national economies on a regional or multilateral basis, (4) working with non-business interests on health and other issues of critical importance to the region's future development.

ANTITRUST COUNCIL

This council is the U.S. Chamber's principal forum for developing basic antitrust policy priorities. The council oversees developments in the Antitrust Modernization Commission, reform of the Hart-Scott-Rodino filing requirements, antitrust enforcement, and global competition initiatives.

COUNCIL ON SMALL BUSINESS

This council is the U.S. Chamber's principal policy forum and action group representing and serving the needs of small business. The council assists small business members in creating effective actions and strategies on legislative, regulatory, international and political issues. The group brings to the board's attention small business issues that it regards as crucial. The council also actively develops products and vital business information services for the small business community.

USCC 54423

EAST ASIA/PACIFIC SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee focuses on matters such as China's compliance with its World Trade Organization obligations, the U.S.-Australia Free Trade Agreement (FTA) and other FTAs under discussion in the region (e.g., Thailand); expansion of Asia-Pacific Economic Cooperation (APEC) integration; and ongoing market access and commercial relations issues with Japan, Korea, and the Southeast Asian region. The subcommittee also focuses on intellectual property issues of particular importance to U.S. companies operating in this region.

EDUCATION, EMPLOYMENT, AND TRAINING COMMITTEE

This committee (EETC) directs Chamber policy on issues that affect education and workforce development policy, including workforce preparation, K-12 education reform, postsecondary education, incumbent worker training, and lifelong learning. During 2005-2006, the EETC will focus on the legislative issues that directly relate to its scope of work and will promote existing policy statements and make appropriate adjustments if key issues change during the 109th and 110th Congresses. EETC will also explore other policies identified as relating to education and workforce development policy. EETC, along with the board of directors for the Institute for a Competitive Workforce (ICW), advises the work of the ICW.

EMPLOYEE BENEFITS COMMITTEE

This committee develops Chamber policy recommendations on employee benefits issues including health care, pension and retirement plans, and public programs such as Social Security and Medicare. The committee oversees the Chamber's response to employee benefits legislation pending before all Congressional committees of jurisdiction as well as regulatory initiatives before administrative agencies. The committee has a Retirement Plans subcommittee, which works on the issues in more technical detail than the full committee.

ENVIRONMENT & ENERGY COMMITTEE

This committee is responsible for developing and maintaining Chamber policy on all aspects of environmental and energy law, land use, and natural resource issues. In addition, the committee works to promote regulatory reforms and other safeguards against regulatory abuses by administrative agencies.

USCC 54424

EUROPE/EURASIA SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee focuses on issues of importance to U.S. businesses in the Europe/Eurasia region, including bilateral and regional U.S.-EU commercial relations, EU enlargement, the potential impact on U.S. competitiveness in third markets by European competition, access to markets in the Caspian/Black Sea region, and unilateral U.S. economic sanctions. The subcommittee also provides policy advocacy and networking services to member companies.

FINANCE AND INVESTMENT SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee is principally concerned with export finance and development issues, such as Eximbank and OPIC program activities and legislation, as well as international financial policies and institutions (e.g., World Bank and International Monetary Fund) bearing on U.S. competitiveness.

FOOD AND BIOTECHNOLOGY COMMITTEE

This committee identifies major changes affecting food, agriculture, and biotechnology industries and proposes national policies to permit these industries to operate under a competitive market system. It promotes improved conditions for food production, food safety, biotechnology and international agricultural trade, among other issues.

HOMELAND SECURITY POLICY TASK FORCE

This task force provides a forum for Chamber members to identify, recommend, and develop sound positions and proposals to shape the institution's efforts to both increase homeland security and to ensure the openness and mobility that are critical to our economy. The Chamber is active in congressional testimony, regulatory filings, meetings with Department of Homeland Security (DHS) officials, media outreach, and public forums with elected officials and members of the business community. The task force will initially focus on providing policy guidance and recommendations on crucial issues affecting our economy: operation of borders and ports of entry; critical infrastructure and information sharing; cybersecurity; homeland security science and technology; and the relationship between business and the National Guard and Reserve.

USCC 54425



INTELLECTUAL PROPERTY RIGHTS SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee develops policy recommendations to (1) implement the WTO Trade-Related Intellectual Property Rights (TRIPS) agreement, (2) create a favorable environment for the global growth of electronic commerce; and (3) address IPR policy issues arising from privacy concerns and the global convergence of telecommunications, broadcasting, and computing. This subcommittee works closely with the U.S. Trade Representative and other relevant authorities toward achieving improved IPR protection.


INTERNATIONAL POLICY COMMITTEE

This committee develops the Chamber's international policy positions and recommendations. This includes reviewing critical choices facing the U.S. business community as Congress and the administration consider such matters as unilateral economic sanctions; negotiation of multilateral, regional and bilateral trade agreements; China-U.S. economic relations; the World Trade Organization's impact on U.S. commercial interests; the initiation of new efforts to further integrate the economies of the Western Hemisphere, the Asia-Pacific region, and Europe; changes in U.S. trade laws and trade development programs, and domestic issues that bear directly on U.S. international competitiveness.

LABOR RELATIONS COMMITTEE

This committee develops Chamber policy and programs on a wide range of labor and employment issues including employment non-discrimination, minimum wage and wage hour, occupational safety and health, immigration, labor-management relations, union corporate or strategic campaigns, the National Labor Relations Board, workplace privacy, work-family issues and leave mandates, and emerging international labor policy issues. The committee guides and assists the Chamber's efforts to craft sound labor and employment policies for our members and their employees. It also works with the Chamber to counterbalance the efforts of other groups advocating the erosion of management rights. This committee has a number of active subcommittees, including Wage Hour and Leave, Immigration, Equal Employment Opportunity, Occupational Safety and Health, International Perspectives, National Labor Relations Act, and State Issues.

USCC 54426



MIDDLE EAST SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee is principally concerned with the establishment of market-based trade and economic policy in the region. Current issues include promoting free trade agreements and WTO accession for Saudi Arabia. This subcommittee lobbies Congress and the administration and generates grassroots support for legislative and policy initiatives.

PRIVATIZATION AND PROCUREMENT COUNCIL

This council provides a forum for Chamber members to identify, recommend, and develop policy priorities and proposals that facilitate greater private sector involvement in providing the public sector with goods and services. The council's jurisdiction includes issues such as Federal Prison Industries reform, competitive sourcing legislation and regulation, the Federal Activities Inventory Reform Act, and other vehicles conducive to greater private sector involvement and a level playing field in the government procurement process.

PUBLIC AFFAIRS COMMITTEE

This committee is made up of approximately 70 members from across the country who represent Fortune 500, mid-size and small businesses, chambers, and associations. The primary goal of the committee is to oversee the Chamber's involvement in federal elections. This includes candidate recruitment, endorsements, press conferences, candidate meet and greets, PAC development, candidate fundraisers, and get-out-the-vote programs. In addition, the committee oversees legislative and regulatory issues that involve federal elections such as campaign finance reform, term limits, and Federal Election Commission rules.

USCC 54427



REGULATORY AFFAIRS COMMITTEE

This committee has broad oversight responsibility for the federal government's regulatory and information collection processes. It is also responsible for developing and carrying out policy on regulatory process reform, regulatory review, and other proposals directed at taming the growth and reducing the burden of federal regulations (including regulatory flexibility, paperwork reduction, regulatory accountability and cost/benefit legislation). Another primary function of this committee is to complement other Chamber policy committees - deferring to the substantive expertise of others, in providing another avenue for ensuring that the proper review processes are followed. The committee also works to ensure that federal regulatory activities are necessary and the least burdensome alternatives for implementing federal regulations are adopted.

SOUTH ASIA SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee focuses on investment liberalization and privatization in and among the countries that make up the South Asia Association for Regional Cooperation (SAARC). These include India, Pakistan, Sri Lanka, Nepal, Bangladesh, Afghanistan, the Maldives, and Bhutan. The subcommittee addresses issues pertinent to pending trade and investment agreements between the countries of the region and the U.S. government. It also addresses issues related to intellectual property, increasing market access for U.S. firms and trade relations between the countries of the region and U.S. businesses.

TAXATION COMMITTEE

This committee analyzes and recommends policy on federal tax legislative initiatives and changes to regulations, procedures, and rules issued by the Treasury Department and the Internal Revenue Service. This includes initiating and reviewing proposals to promote long-term economic growth and the international competitiveness of U.S. business.

TECHNOLOGY POLICY COMMITTEE

This committee is responsible for developing and implementing the Chamber's policies on telecommunications, the Internet and e-commerce, emerging technologies, and intellectual property. The committee supports market-based solutions, policies that foster investment in technology research and deployment, and balanced regulatory treatment of technical platforms.



TRADE LAWS AND AGREEMENTS SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee is principally concerned with U.S. trade remedies issues such as "reciprocal" action against "unfair" foreign barriers to U.S. exports (Section 301), injurious imports (Section 201), and dumping and countervailing duty (AD/CVD) laws, general trade negotiating agendas and issues, and international investment policy.

TRANSPORTATION INFRASTRUCTURE AND LOGISTICS COMMITTEE

This committee is responsible for the development and implementation of the Chamber's transportation infrastructure policy. It concentrates on what must be done collectively by both the users and the providers of the transportation infrastructure to improve economic productivity, international competitiveness, and quality of life. Issues of concern include promoting the link between transportation and economic productivity, prohibiting or reducing revenue diversion from transportation trust funds, and gaining full funding for judicious infrastructure investments.

WESTERN HEMISPHERE SUBCOMMITTEE

Reporting to the International Policy Committee, convening as needed, this subcommittee focuses on post-NAFTA efforts to economically integrate the Western Hemisphere, beginning with Chile. It regularly contributes to and critiques the development of agendas and policy recommendations for Americas Business Forum and Western Hemisphere ministerial and summit meetings.

Committees, Councils, and Task Forces Information

If you are interested in joining any of the Chamber's committees, councils, or task forces please contact your **Executive Director**.

USCC 54429

EDUCATION, EVENTS
AND CONFERENCES



USCC 54430

EDUCATION, EVENTS, AND
CONFERENCES

Business Civic Leadership Center

BCLC's mission is to advance the positive role of business in society. It does this through the following:

Researching and Raising Awareness

- Annual Corporate Citizenship Awards program
- Annual report series (by issue) on how the private sector contributes to society
- *The Corporate Citizen*, a bimonthly e-newsletter
- The State of Corporate Citizenship research series (with the Center for Corporate Citizenship at Boston College)

Organizing and Operating Programs

In addition to its work on general issues affecting business and society relations, BCLC operates these programs:

- Business Disaster Assistance and Recovery
- Global Corporate Citizenship
- Community Investment

BCLC's Signature Annual Events

- **Corporate Citizenship Awards Dinner:** recognizes companies, chambers of commerce, and trade associations for their contributions to society
- **Partnership Conference:** focuses on a particular social issue about which companies are concerned and brings together business, government, and nonprofit partners to promote public-private partnerships

Business Civic Leadership Center

Phone: 202-463-3133

Fax: 202-463-5308

E-mail: BCLC@uschamber.com

www.uschamber.com/BCLC

BCLC is a 501(c)(3) affiliate of the U.S. Chamber of Commerce. Contributions are tax deductible as allowed by law.

USCC 54431

Institute for a Competitive Workforce

The U.S. Chamber of Commerce is working to ensure that businesses have access to an educated and skilled workforce. Through policy initiatives, business outreach, and a strong grassroots network, the Institute for a Competitive Workforce (ICW) is finding solutions to preserve the American workforce as this country's greatest business asset.

America's workforce is facing a current and growing crisis:

- 90% of the fastest-growing jobs will require some form of postsecondary education.
- Business is spending billions each year to train new employees and to remediate the educational skills gaps of those already in the workforce.
- The American workforce is aging—77 million baby boomers are set to retire over the next several decades.
- The current lack of U.S.-trained scientists and engineers is a direct threat to the leadership of innovation.

Activities Include:

- **Annual Education and Workforce Summit:** The summit brings education, workforce, and business leaders together to discuss programs and policies that keep America competitive.
- **Technical Assistance:** ICW connects state and local chambers and businesses to replicable and sustainable education and workforce development strategies used by corporations and communities.
- **Coalition and Capacity Building:** These coalitions advance the Chamber's education and workforce agenda, shape regional and national events, and grow the leadership of local and state chambers of commerce.
- **Community Strategic Planning:** ICW uses its network of experts and resources to provide technical assistance that strengthens communities by integrating local education and workforce systems.
- **Regional Forums:** ICW convenes regional forums focused on addressing skills gaps, worker shortages, and educational attainment.
- **Research:** Reports and surveys highlight critical information on education and workforce issues and trends.

Institute for a Competitive Workforce

Phone: 202-463-5525 ; Fax: 202-887-3424

E-mail: ICW@uschamber.com; www.uschamber.com/icw

The Institute for a Competitive Workforce is a 501(c)3 nonprofit Chamber affiliate.

USCC 54432

National Chamber Foundation

The National Chamber Foundation® (NCF) drives the policy debate on key issues by formulating arguments, developing options, and influencing thinking in an effort to move the American business agenda forward. The foundation serves policymakers and the business community by providing a forum where leaders can consider and advance new ideas that benefit American businesses. NCF's mission relies on driving the debate on critical business issues, developing the arguments and the data, influencing policy options, and translating strategic plans into action.

NCF is also responsible for educating the general public and businesses through various initiatives, including the following:

- **Global Anti-Counterfeiting and Piracy Initiative:** to effectively thwart the growing global threat of counterfeiting and piracy to the U.S. economy, the global business community, and consumers.
- **Travel and Tourism Across America Initiative:** to ensure the overall strength of the travel and tourism industry by raising awareness of its far-reaching economic contributions.
- **Corporate Governance Initiative:** to better inform the public about our current corporate governance training programs, expand our programs through new events on governance and compliance, and engage nationally known experts as "Corporate Governance Fellows" to support our training programs.

As part of its **CEO Leadership Series**, NCF brings in speakers to address business and corporate leaders as well as government officials on a wide range of legislative, regulatory, and policy issues. Recent speakers include David J. O'Reilly, chairman and CEO, ChevronTexaco; Mike Eskew, chairman and CEO, UPS; Robert Nardelli, chairman, president, and CEO, The Home Depot; and William C. Ford Jr, chairman and CEO, Ford Motor Company.

National Chamber Foundation

Phone: 202-463-5500

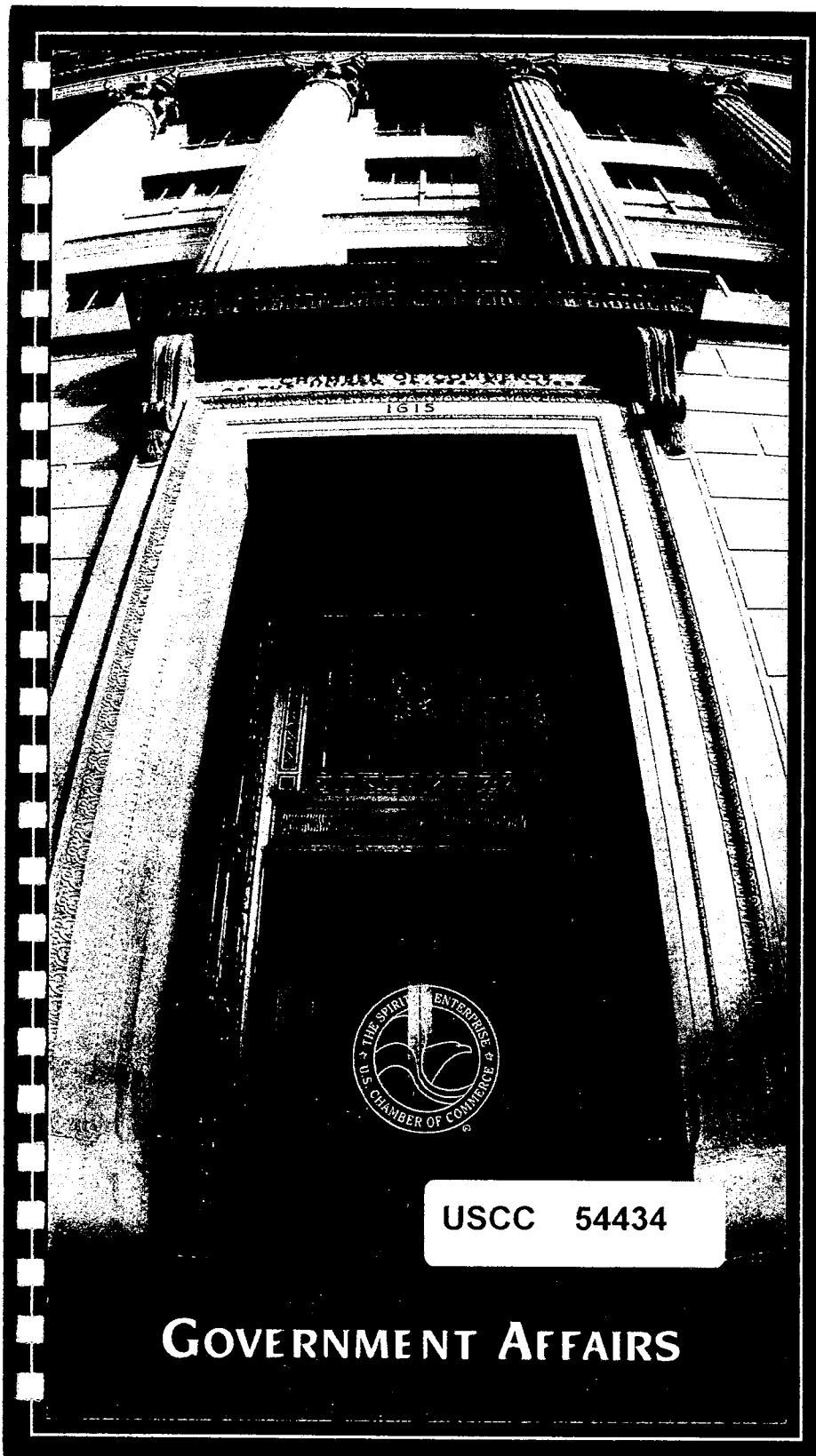
Fax: 202-463-3129

E-mail: ncf@uschamber.com

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USCC 54433

The National Chamber Foundation is a 501(c)3 affiliate of the U.S. Chamber of Commerce.



GOVERNMENT
AFFAIRS

USCC 54434

GOVERNMENT AFFAIRS

Congressional and Public Affairs

The Congressional and Public Affairs Department is at the core of the Chamber's mission to advocate on behalf of the business community. State, metro and local chambers, trade and professional associations, as well as small and large businesses are well represented as this top-notch team of lobbyists ensures that pro-business public policies are adopted by Congress.

Congressional and Public Affairs promotes legislation that supports economic growth, encourages entrepreneurship, and supports job creation. Its staff works to educate members of Congress on how the laws they pass affect a business' ability to grow and be profitable. Taxes, trade, transportation, and health care issues are a few examples of where this department serves as your voice in the legislative process. The department also leads all the Chamber's political activities during each election cycle.

Four components make up the Congressional and Public Affairs Department:

- **Lobbyists** who work directly with members of Congress and their staffs as well as with administration officials to advance businesses pro-business policies.
- A network of **regional offices** that allows the Chamber to reach members of Congress in their home districts and work with them directly to provide real-world stories of the legislative battles waged in Washington.
- A **VoteForBusiness Grassroots Team** that reaches out electronically to businesses and state and local chambers across the country, mobilizing them on issues before Congress.
- A **political program** that invests heavily in resources prior to each election in an effort to launch a massive campaign to support business-friendly congressional candidates.

Congressional and Public Affairs

Phone: 202-463-5600

Fax: 202-887-3430

www.voteforbusiness.com

USCC 54435

Economic and Tax Policy

The Economic and Tax Policy Division develops, implements, and advocates U.S. Chamber policy on tax and economic issues of importance to the business community. These issues include economic growth, consumption, investment, saving, government finance, tax, government procurement, antitrust, and small business. The division develops policy positions in conjunction with Chamber members; lobbies Congress; engages regulatory agencies; and builds, participates and manages business coalitions. The division staffs member committees and conducts meetings, conferences, and educational activities.

Committee priorities include the following:

- **Antitrust Council:** This council develops the Chamber's policy priorities on legislative and enforcement issues related to mergers, anticompetitive behavior, and other general antitrust matters. Council members guide the Chamber's efforts to ensure an effective and balanced system of antitrust law, which is critical to an efficient economy.
- **Council on Small Business:** This is the standing policy committee and action group representing the issues of concern to small business. In addition to formulating small business policy, the council assists small business members in creating effective grassroots actions and strategies on legislative, regulatory, and international initiatives. Council members may also participate on four subcouncils: International Competitiveness, Taxation, Advocacy Leadership, and Government Contracting.
- **Procurement Council:** This council provides a forum for Chamber members to identify, recommend, and develop policy priorities and proposals that simplify the government contracting process while facilitating greater private sector involvement in the government market.
- **Taxation Committee:** This committee develops Chamber policy recommendations relating to tax issues. It guides Chamber efforts in crafting sound tax policies in the interests of its members. It also provides Chamber members with opportunities to hear directly from policymakers about tax initiatives before Congress and administrative agencies.

Economic and Tax Policy

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USCC 54436

Environment, Technology & Regulatory Affairs

The Environment, Technology & Regulatory Affairs Division develops, implements, and advocates U.S. Chamber policy on issues of importance to the business community. These include the environment, energy, natural resources, food safety, biotechnology, agriculture, technology, and regulatory processes. Division specialists manage these issues in a number of ways. They work with members to develop policy; lobby Congress to advance U.S. Chamber priorities; engage in agency proceedings; build, participate in, and manage industry coalitions; and host committee meetings, conferences, and educational activities.

Committee priorities include the following:

- **Environment and Energy:** This committee works with EPA as the agency goes through its periodic review and revision of particulate matter and ozone air quality standards. The committee also continues to participate in the debate over climate change and the development of efficient technologies to reduce climate changing emissions, the implementation of EPA's Clean Air Rules, and ongoing efforts to improve the New Source Review program.
- **Food and Biotechnology:** This committee guides the evolution of the regulatory system to address agricultural and food safety issues posed by the continuing development of new technology and by the increased globalization of trade.
- **Regulatory Affairs:** This committee supports the White House Office of Management and Budget's efforts to ensure that federal agencies take a rigorous look at the costs and benefits of their major regulations and at the quality of the information they disseminate to the public. It also advocates for regulatory reform initiatives that promote sound science and improved data quality.
- **Technology:** This committee advocates for updated federal telecommunications laws that will revitalize this critical sector of the economy, spur the deployment of broadband and other advanced technologies, and enable the United States to remain economically competitive with the rest of the world.

Environment, Technology & Regulatory Affairs

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Fax: 202-887-3445

E-mail: environment@uschamber.com

USCC 54437

Grassroots

Grassroots action is one of the most powerful democratic tools for influencing decision makers. The Office of Grassroots and Advocacy Programs conducts research on public policy issues, writes and edits newsletters, and creates and implements special projects. Its VoteForBusiness program educates participants on legislators' and candidates' positions and activities and on ways to become more involved in the political process. It also mobilizes members to become grassroots activists on key political and legislative issues.

The mission of VoteForBusiness is twofold:

- Help U.S. Chamber members and pro-business allies understand the crucial role that they play in the legislative and political processes.
- Ensure that elected officials understand the issues and the impact that their actions have on the business community.

VoteForBusiness offers an extensive Web site, an informative handbook, and a knowledgeable staff ready to assist you. Remember, the future of American business depends on your involvement and the involvement of employees, both in the legislative process and in the political process. Getting involved through VoteForBusiness allows you to make your voice heard and to improve the business climate in the United States. Through your membership, you have the power to reach a great number of people about the issues and candidates who can make a difference to your organization.

Grassroots and Advocacy Programs

Phone: 202-463-5604

Legislative Hotline: 866-346-VOTE (8683)

Fax: 202-463-3190

E-mail: VFB@uschamber.com

www.VoteForBusiness.com

USCC 54438

Labor, Immigration, and Employee Benefits

This division operates policy committees through which groups of members, including chambers and associations, can direct U.S. Chamber policy priorities. These members are continually involved in internal conversations regarding any given labor or employee benefits issue.

Labor, Immigration, and Employee Benefits committees include:

- **The Education, Employment, and Training Committee (EETC)** directs Chamber policy relating to all issues that affect education and workforce development policy, including workforce preparation, K-12 education reform, postsecondary education, incumbent worker training, and lifelong learning. Along with the board of directors for the Institute for a Competitive Workforce (ICW), ETC advises ICW.
- **The Employee Benefits Committee** develops Chamber policy recommendations on all employee benefits issues, including health care, pension and retirement plans, and other employer-provided benefits, as well as public programs such as Social Security and Medicare. The committee oversees the Chamber's response to employee benefits legislation pending before all applicable congressional committees as well as regulatory initiatives before administrative agencies. This committee also has a Retirement Plans Subcommittee.
- **The Labor Relations Committee** develops Chamber policy and programs on a wide range of labor and employment issues, including immigration, employment nondiscrimination, minimum wage, occupational safety and health, labor-management relations, union corporate and strategic campaigns, workplace privacy, work-family issues and leave mandates, and emerging international policy. The committee guides the Chamber's efforts to craft sound labor and employment policies in the interests of our members and their employees. It also helps counterbalance the efforts of other groups advocating the erosion of management rights. This committee has several active subcommittees.

Labor, Immigration, and Employee Benefits

Phone: 202-463-5522

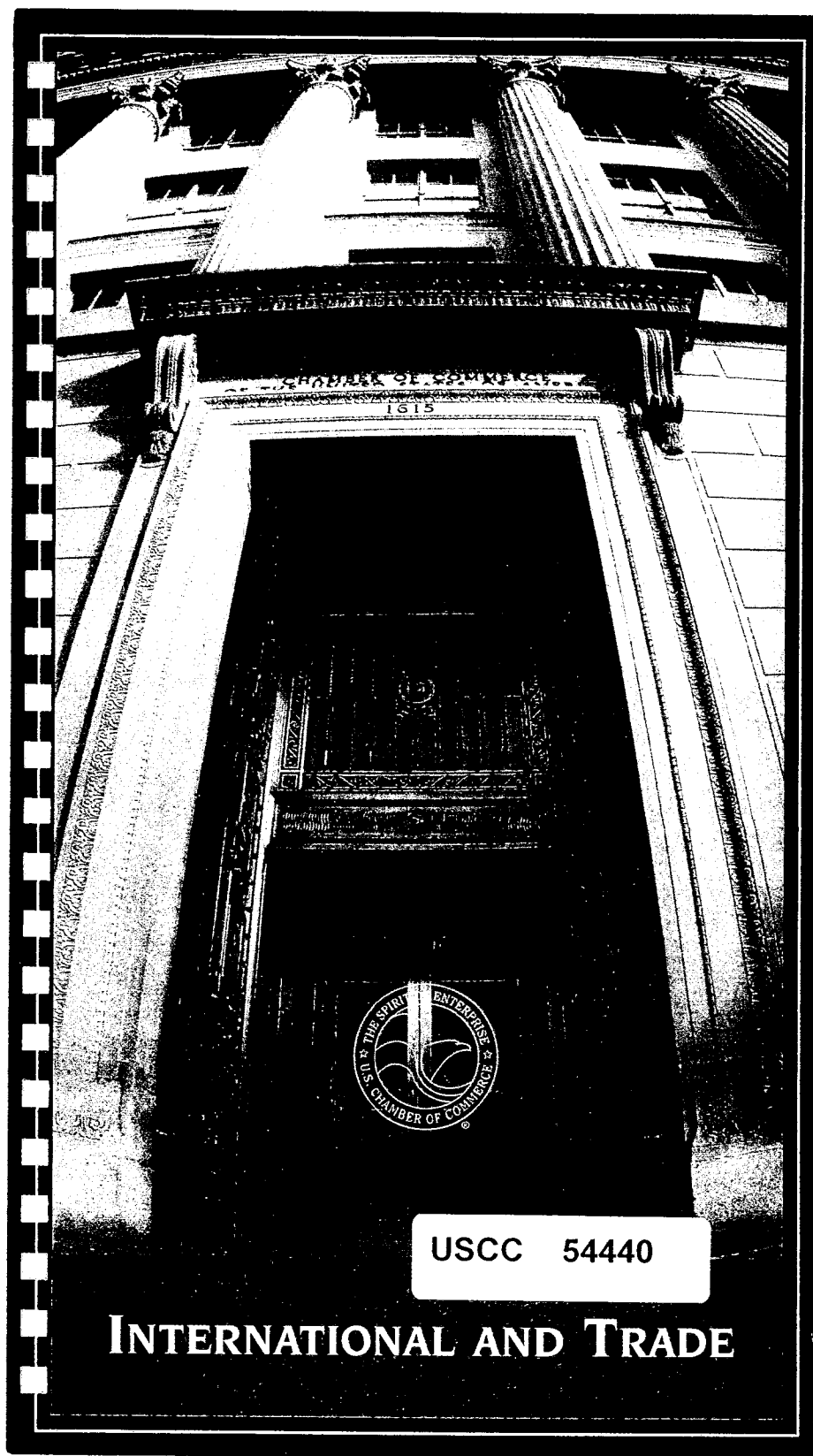
Fax: 202-463-5901

Education and Workforce Training Issues:

www.uschamber.com/issues/index/education

Labor and Workplace Issues: www.uschamber.com/issues/index/labor

Immigration Issues: www.uschamber.com/issues/index/immigration



INTERNATIONAL
AND TRADE

USCC 54440

INTERNATIONAL AND TRADE

Homeland Security Policy Division

The U.S. Chamber of Commerce Homeland Security Policy Task Force provides Chamber members with a forum to shape the institution's efforts to both increase homeland security and ensure the openness and mobility that are critical to our economy. This message is advanced through congressional testimony, regulatory filings, meetings with Department of Homeland Security (DHS) officials, media outreach, and public forums with elected officials and members of the business community.

Key issues facing the Homeland Security Policy Division include:

- **Critical Infrastructure and Cybersecurity Policy:** The Chamber promotes, develops, and analyzes public policy that affects the nation's critical infrastructure system. This is achieved through influencing policy decisions, legislation, and regulations so that private sector-led solutions to these challenges are embraced and new mandates are avoided.
- **Customs, Transportation, and Border Security Policy:** The Chamber urges DHS and Congress to strike the right balance between enhanced border and port security with the smooth flow of legitimate trade and travel expected in our just-in-time global economy.
- **Implementation of the SAFETY Act:** The Chamber works to speed implementation of the Support Anti-Terrorism by Fostering Effective Technologies Act of 2002 (SAFETY Act), which encourages the development and sales of anti-terrorism technologies and services by providing the sellers of such products with liability protection.
- **National Guard and Reserve Policy:** The Chamber seeks to rebuild the "compact" between the military and employers so that companies, especially small and midsize ones, continue to hire members of the National Guard and Reserve in this era of increased call-ups for citizen-soldiers.
- **Pandemic Preparedness:** In the event of a pandemic influenza, few industries would be insulated from the resulting economic effects. To help business owners prepare for this and other catastrophies, the Chamber is promoting preparedness within the business community.

Homeland Security Policy Division

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USCC 54441

International Division

U.S. Chamber members can help shape policy on key international issues by serving on the International Policy Committee or on one of its several subcommittees focused on specific regions or issues. The International team, which tracks the progress of free trade all over the world and develops proposals to reduce the cost of doing business abroad, is composed of more than 50 experts.

To advance U.S. business interests in the global marketplace, the U.S. Chamber is committed to the following:

- **Global Engagement:** Advocate negotiation and enforcement of market-opening trade and investment agreements with major U.S. commercial partners.
- **Rule of Law:** Champion a free market model of economic development that rejects overregulation and advances private property rights and the rule of law.
- **Worldwide Sourcing:** Protect the freedom of American business to adapt to the worldwide economy in order to strengthen U.S. global competitiveness and economic growth.
- **Trade and Economic Development:** Seek an improved investment climate for U.S. business in burgeoning economies and postconflict states. Push for more efficient and transparent use of government resources for the benefit of U.S. business.

The International Division's activities include:

- **Driving International Policy:** The Chamber influences trade negotiations and pushes for market-opening initiatives with the United States, foreign governments, and international organizations.
- **Connecting with World Leaders:** Through dozens of events each year with heads of state and foreign dignitaries, the Chamber provides a forum to communicate business concerns.
- **Representing U.S. Business Abroad:** The Chamber works with more than 100 American Chambers of Commerce Abroad in more than 80 countries, many of which sponsor business development programs and distribute publications about business in particular countries.

International Division

Phone: 202-463-5460

Fax: 202-463-3173

www.uschamber.com/international

USCC 54442

TradeRoots

Trade helps America and the world grow. Most businesses—small and large—know this. The challenge is to make sure that Washington, DC, and the rest of the country know this as well. To that end, the U.S. Chamber of Commerce is committed to TradeRoots, Growing Prosperity in America and the World, a sustained, national trade education program dedicated to building grassroots support for trade in the U.S. Congress and to stopping anti-trade protectionism.

Over the past five years, TradeRoots has seen great success in raising public awareness about the importance of international trade to local communities through outreach to its chamber of commerce network, the business community, and the media. These successes are attributed to a number of activities:

- **Coalition Building:** TradeRoots has developed strong bipartisan coalitions of pro-trade supporters around the country that voice their opinions on Capitol Hill in support of trade legislation.
- **Governors Programs:** TradeRoots has worked with governors in select states as part of a two-year Market Development Cooperator Program (MDCP) grant from the U.S. Department of Commerce. The goal of this program is to help small- and medium-size companies understand how to take advantage of current, pending, and future free trade agreements.
- **Trade Missions:** TradeRoots has organized successful overseas trade missions, bringing together government and business officials from the United States and several host countries. Past trade missions include a trade mission to Chile in September 2004 and a weeklong trade mission to El Salvador and Guatemala in May 2006.

TradeRoots

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www.traderoots.org

USCC 54443



USCC 54444

LEGAL AFFAIRS

LEGAL AFFAIRS

Institute for Legal Reform

America's legal crisis raises consumer prices, cripples companies, stifles job growth, drives down shareholder value, and clogs our courts with frivolous lawsuits that do little more than enrich unscrupulous lawyers. To address this growing legal crisis, the U.S. Chamber established the Institute for Legal Reform (ILR).

ILR is a national campaign representing the nation's business community, with the critical mission of making America's legal system simpler for everyone. It is the only national legal reform advocate to approach reform comprehensively-focusing not only on changing the laws but also on changing the legal culture and the legislators and judges who create that culture. ILR takes a highly aggressive and pragmatic approach by setting goals that are both achievable and meaningful, then developing and executing cutting-edge strategies to achieve success.

ILR's Action Plan includes:

- **Legislation:** Pursuing federal legislative civil justice reforms.
- **Judicial and Voter Education:** Identifying opportunities for involvement in key states through aggressive public education campaigns to inform voters about state judicial, attorney general, and governor races.
- **Problem States and Jurisdictions:** Focusing on areas where defendants find it difficult to get a fair trial and where due process is the exception rather than the rule.
- **Coalition Building/Grassroots Mobilization:** Building a broad coalition of trade associations, businesses, legal reform groups, and individuals to help make America's legal system simpler, fairer, and faster.
- **Litigation:** Pursuing litigation initiatives through the U.S. Chamber's National Chamber Litigation Center (NCLC).
- **Special Projects:** Engaging in broad-based, unprecedented initiatives to expose trial bar abuses.
- **Research and Alliances:** Sponsoring groundbreaking research on cutting-edge issues to help shape public opinion and pave the way for legal reform.

U.S. Chamber Institute for Legal Reform

Phone: 202-463-5724

Fax: 202-463-5302

E-mail: ILR@uschamber.com

www.instituteforlegalreform.org; www.legalreformnow.com

ILR is a 501(c)6 tax-exempt affiliate of the Chamber.

USCC 54445

The National Chamber Litigation Center

Since 1977, the National Chamber Litigation Center (NCLC), the public policy law firm of the U.S. Chamber, has represented the broad business perspective and has championed the principles of private enterprise in the courts. It has participated in more than 1,000 cases addressing a wide range of issues at every level of the judicial system. As the voice of business in the courts, NCLC's ambitious advocacy program plays a major role in shaping public policy on important legal questions of national concern to American businesses. NCLC's extensive litigation agenda helps make your company's litigation efforts more productive and cost effective, while achieving long-range improvements in the legal system that benefit your business.

NCLC is a separately funded membership organization that advocates fair treatment of business in the courts and in regulatory agencies. It serves its membership through a comprehensive, four-part program:

- Initiating litigation as a **party plaintiff**, bringing difficult cases that individual businesses might be reluctant to file.
- Filing **amicus curiae (friend-of-the-court)** briefs, valuable in persuading courts to rule in favor of businesses.
- Conducting **moot courts**, which assist a company's own litigation preparation by conducting complete "trial runs" prior to oral argument.
- Working with the **media** to help present the business point of view on cases of national concern to the business community.

The National Chamber Litigation Center

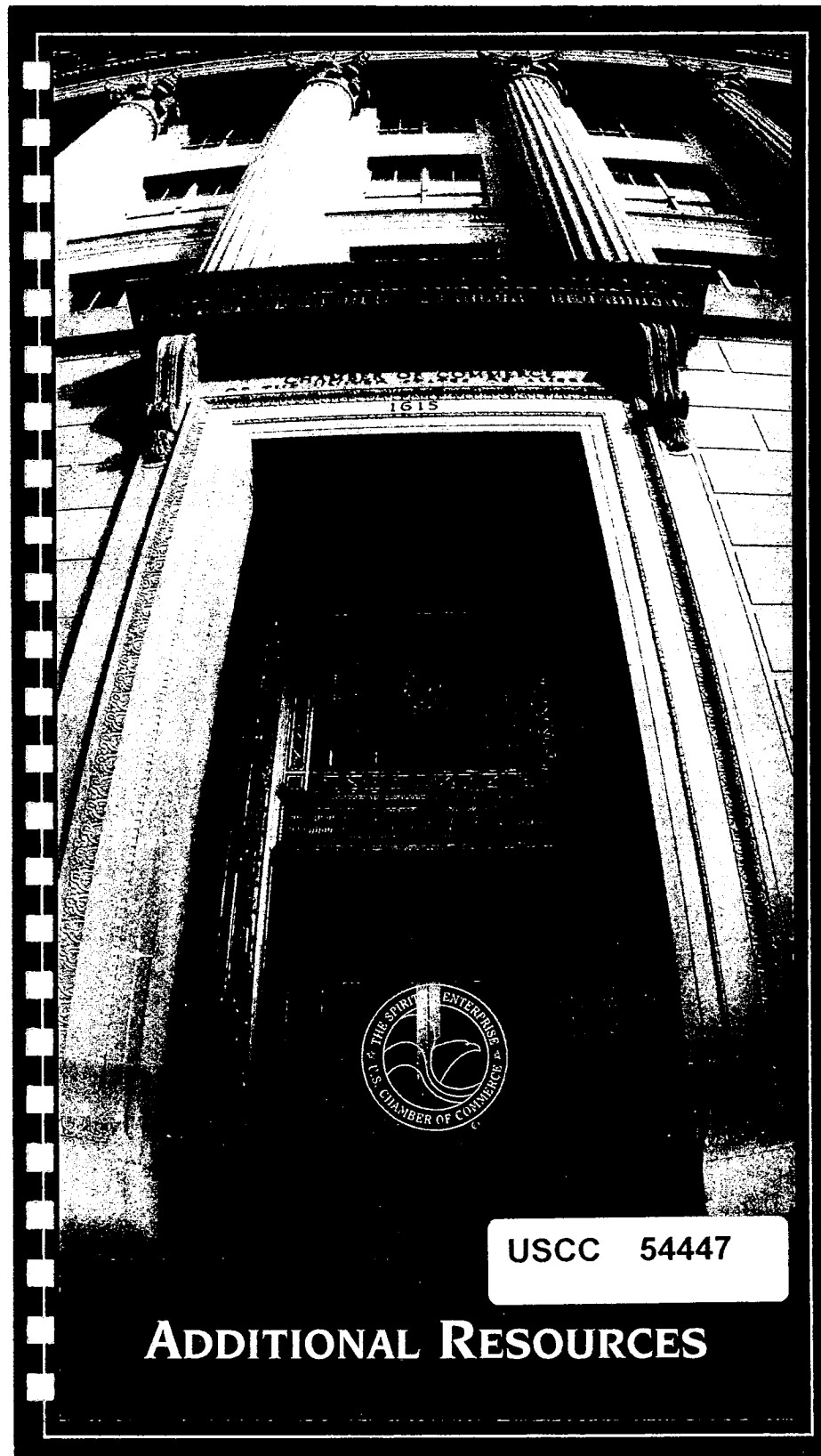
Phone: 202-463-5337

Fax: 202-463-5346

E-Mail: nclc@uschamber.com

www.uschamber.com/nclc

USCC 54446



USCC 54447

ADDITIONAL RESOURCES

ADDITIONAL
RESOURCES

U.S. Chamber Regional Offices

Eastern

(CT, DE, MA, MD, ME, NH, NJ, NY, RI, VT, WV)
245 Waterman Street, Suite 503
Providence, RI 02906
Phone: 401-831-8885

Great Lakes

(IL, IN, KY, MI, OH, PA)
311 South Wacker Drive, Suite 1500
Chicago, IL 60606
Phone: 312-983-7120

Midwest

(IA, MN, ND, NE, SD, WI)
5300 Hyland Greens Drive, Suite 220
Minneapolis, MN 55437
Phone: 952-832-9151

Northwest

(AK, ID, MT, OR, WA, WY)
3400 188th Street, SW, Suite 403
Lynnwood, WA 98037
Phone: 425-774-8094

Southeastern

(AL, FL, GA, MS, NC, SC, TN, VA)
501 Village Terrace, NE
Building 9A – Suite 201
Marietta, GA 30067
Phone: 770-951-9866

Southwest and South Central

(AR, CO, KS, LA, MO, NM, OK, TX)
222 West Las Colinas Boulevard, Suite 1560
Irving, TX 75039
Phone: 972-387-1099

Western

(AZ, CA, HI, NV, UT)
21243 Ventura Boulevard, Suite 135
Woodland Hills, CA 91364
Phone: 818-884-0702

USCC 54448

Member Resources

Keep up to date with your member benefits and what the Chamber is doing for you and your business through the following print and online materials:

- **uschamber.com—Web site**—your source for information on issues that matter to your business, member benefits, upcoming events, and international news. More than 10,000 pages of business tools, updated often with valuable tips to help you run and expand your business.
- **uschamber.com**—a comprehensive monthly print publication with an engaging, informative mix of news, features and how-to material on issues critical to your business. Automatically mailed to you. Back issues available online.
- **uschamber.com Weekly**—e-mail featuring commentary from Chamber President and CEO Tom Donohue, the latest economic statistics and trends, and news specific to your area of the country. Automatically e-mailed to you.
- **Benefits insert**—check out the insert located in the back pocket that outlines the savings you receive through your membership.

USCC 54449



Notes

USCC 54450



USCC 54451

U.S. Chamber of Commerce
1615 H Street, NW
Washington, DC 20062-2000
www.uschamber.com

MC122006

EXHIBIT 2



Your Opportunity to Shape the Future of Business

COLE EXHIBIT 2

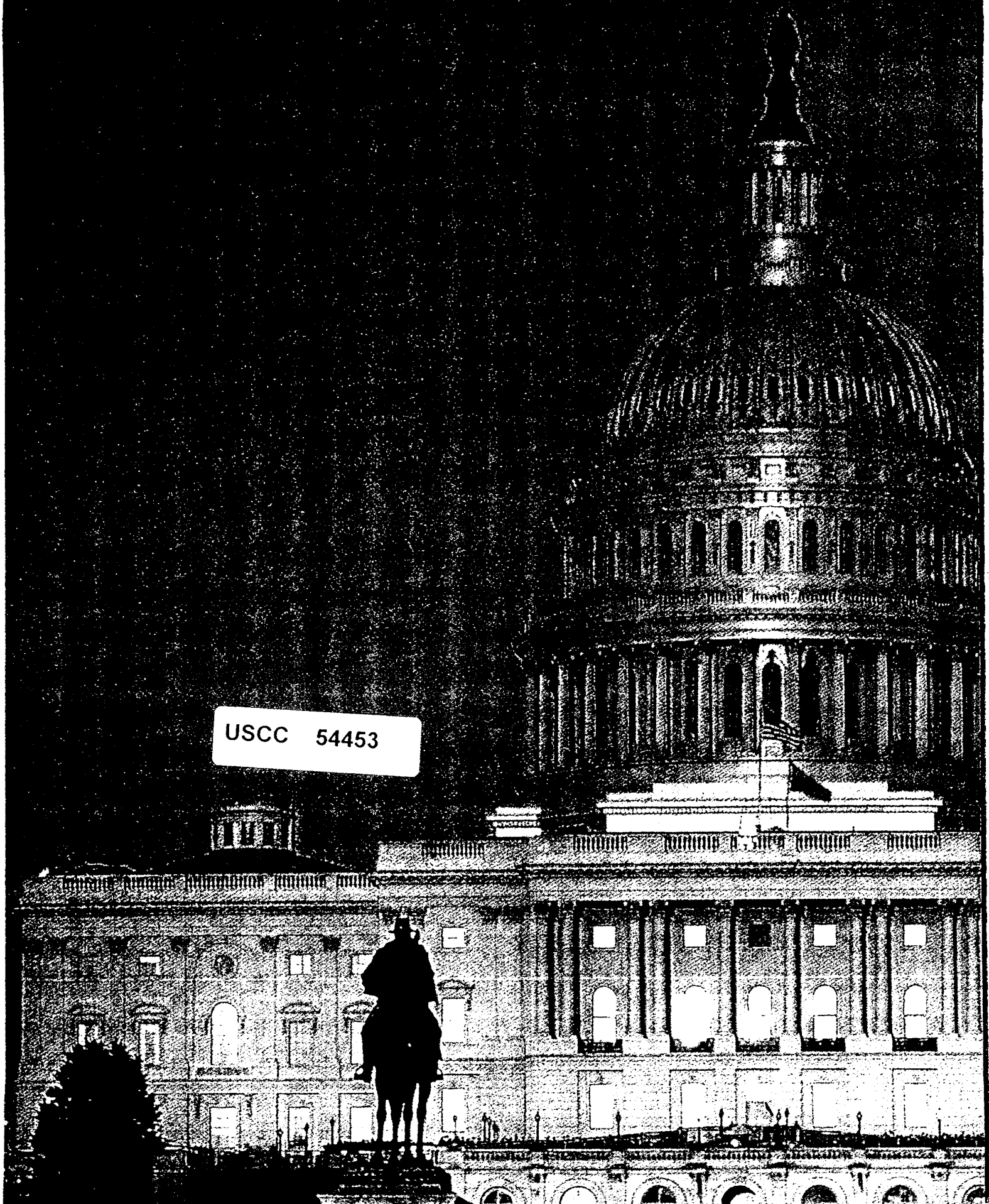
Offered by Opposer, The Chamber of
Commerce of the United States of America

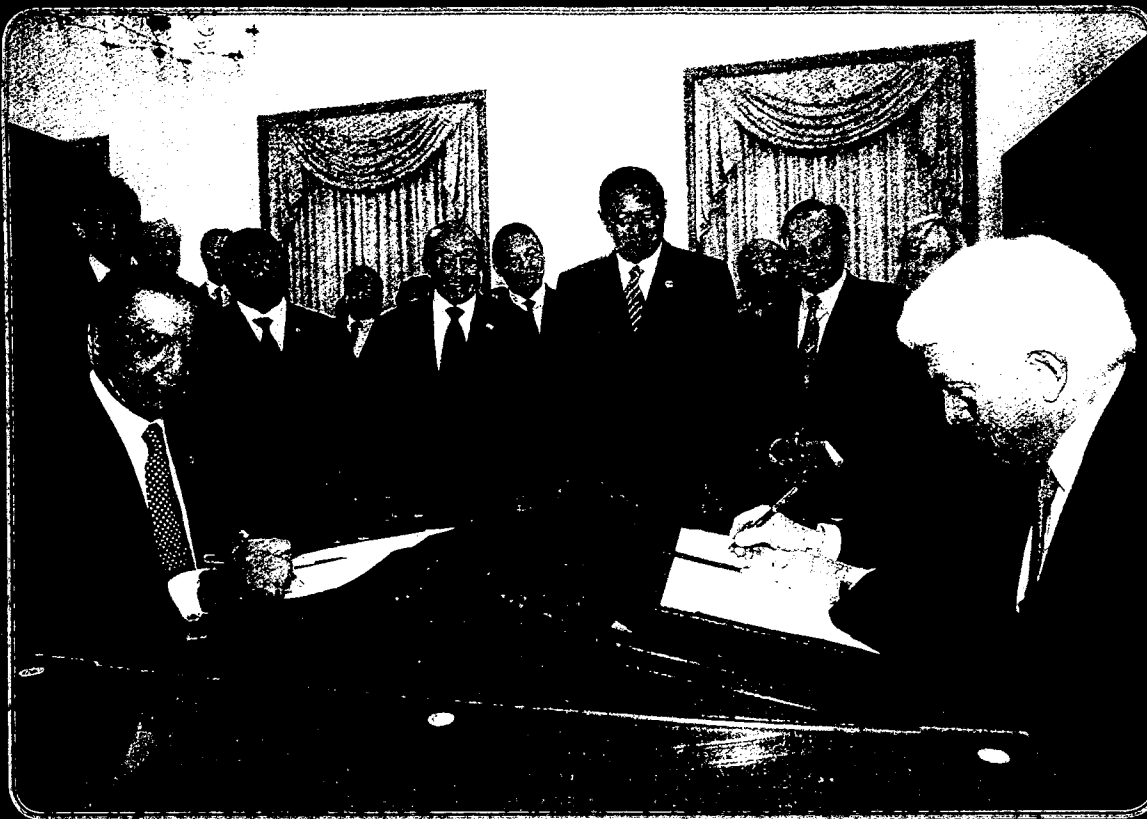
The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation
Opposition Number 91/156,321

USCC 54452



USCC 54453





Our History

The U.S. Chamber's Legacy as the Voice of Business.

In December 1911, President William Howard Taft expressed his vision of a centralized organization to promote the spirit of free enterprise. Four months later on April 12, 1912, 700 delegates from commercial and trade organizations created a unified body of business interests that today is the U.S. Chamber of Commerce. Nearly 100 years later, the U.S. Chamber represents more than 3 million businesses, state and local chambers, associations, and American Chambers of Commerce abroad. We continue our rich tradition of fighting for your business on Capitol Hill, in the courts, and in the court of public opinion.

USCC 54454



Advocacy and Government Affairs

We Focus on Issues That Matter to Your Business.

✧ Health Care

You feel the effects of double-digit premium increases in your bottom line, but you recognize that providing health benefits is essential to your employees. The Chamber is fighting for affordable, first-rate health care while avoiding the pitfalls of a government-run system.

✧ Legal Reform

Your business deserves a fair shake in our nation's court system and freedom from lawsuits that target your company or industry. The Chamber actively promotes tort reform and fights abusive class action suits. We help shape public policy on important legal questions for American business, achieving long-range improvements in our country's legal system.

✧ Access to Markets and Trade

Ninety-five percent of the world's consumers live outside the United States, and one-third of our economy is now trade dependent. Trade is no longer a luxury. It is in the vital self-interest of our nation. The Chamber leads a two-front battle to knock down trade barriers abroad and keep our markets open at home. From helping pass free trade agreements and delivering trade education programs to our extensive network of American Chambers abroad, U.S. Chamber membership opens a world of possibilities for your company.

✧ Counterfeiting and Piracy

Counterfeiting and piracy cost U.S. companies some \$250 billion per year and are responsible for the loss of 750,000 jobs. The Chamber and the National Chamber Foundation (NCF), an independent, nonprofit, public policy think tank affiliated with the Chamber, are leading a three-part strategy of educating, enforcing, and targeting problem countries to better protect businesses like yours.

✧ Workforce Issues

Hiring, training, and retaining quality employees are critical to your business. The Chamber offers effective workforce development tools and programs. We're also involved in shaping immigration reforms that will help meet workforce needs while balancing national security.

USCC 54455

✧ Corporate Governance, Capital Markets, and Securities Regulation

The Chamber supports sensible corporate governance reforms but fights policies that hurt productivity and competitiveness. We also work hard to protect our capital markets from overregulation and unfair enforcement.

Visit www.uschamber.com/issues for a comprehensive list of issues the Chamber monitors for your business.



Access, Influence, and Information

The U.S. Chamber Puts You in the Driver's Seat.

✧ Access Exclusive Information

More than 50 Chamber issue experts cover 300-plus issues critical to your company. They track legislative, regulatory, and business developments and pass the intelligence to you through our monthly print publication *uschamber.com*; our weekly e-newsletter, and our Web site with more than 10,000 pages dedicated to specific policies and issues.

✧ Influence Policy

Through participation in the Chamber's more than 20 different policy committees, councils, and task forces, members have many opportunities to engage, shape, and advance the business agenda.

✧ Get Involved and Informed

The Chamber's advocacy and elections Web site, *VoteForBusiness.com*, gives you and your employees useful information to learn about the issues, get involved politically, and help elect candidates that support a pro-business agenda. Chamber members can register on *VoteForBusiness.com* to receive issue-specific action alerts and timely updates on legislative activities. Members can also work with Chamber staff to create a custom election and Get Out the Vote Web site branded for their company, a free service with membership.

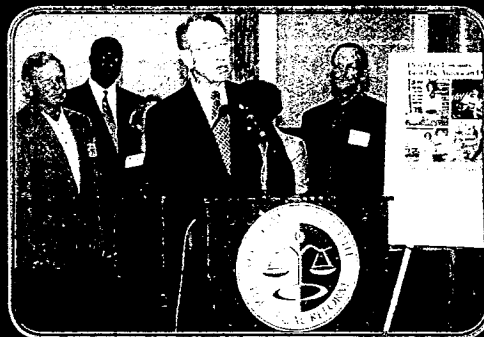
✧ Network With Peers and Experts

Network with prospective customers, business partners, and policymakers by attending Chamber meetings and briefings. The Chamber's vast array of events range from summits with thousands of attendees to personal meetings with policy experts. The Chamber also hosts regular and ad hoc group discussions with senior officials from Congress and key government agencies to help you make lasting connections and further your business objectives.

Chamber Committees and Task Forces Focus on :

- Antitrust
- Education, Employment, and Training
- Employee Benefits
- Environment and Energy
- Finance and Investment
- Food and Biotechnology
- Homeland Security Policy
- Intellectual Property Rights
- International Policy
- Labor Relations
- Privatization and Procurement
- Public Affairs
- Regulatory Affairs
- Small Business
- Taxation
- Technology Policy
- Trade Laws and Agreements
- Transportation Infrastructure and Logistics

USCC 54456





Your membership in the U.S. Chamber of Commerce is an investment in your company's future.

The legislative, regulatory, and legal policies that the Chamber monitors could have tremendous consequences on your company's success if left unchecked.

The return on your membership investment comes in the form of a government with policies and laws that help—not hurt—your organization's bottom line.

Take this opportunity to *Shape the Future of Business.*

Join the United States Chamber of Commerce.

USCC 54457



U.S. Chamber of Commerce

We have the
Staying Power
to make things happen.

While membership in the U.S. Chamber of Commerce is a one-year commitment, it can take up to a decade to implement pro-business policy. Because of our dedication to the issues that matter to you, we don't give up. With each new priority issue and each new Congress, we work to make the connections and contacts that help get legislation passed. Your 12-month membership goes to support multiyear successes such as:

- **Class Action Fairness Act**—8 years in the making.
- **Bankruptcy Abuse Prevention and Consumer Protection Act**—tied up for nearly a decade in Congress until it was passed with Chamber backing in 2005.
- **Patient Safety Act**—signed into law in 2006 after more than a decade.
- **National Energy Policy Act**—signed into law following 4½ years of intense lobbying and 30 years after the last comprehensive energy legislation was enacted.
- **Highway Reauthorization**—signed into law following 11 extensions and 4½ years of lobbying.
- **DR-CAFTA**—signed into law after a year and a half of lobbying and more than 2 years of negotiations between the U.S. Trade Representative and the DR-CAFTA countries.

These are just a few examples of the **staying power** of the U.S. Chamber of Commerce. Your membership and your decision to renew each year give the Chamber the resources necessary to achieve these kinds of legislative victories.

For more information on U.S. Chamber priority issues, please visit www.uschamber.com/issues.



Chamber of Commerce of the
United States of America
1615 H Street, NW
Washington, DC 20062-2000
www.uschamber.com

USCC 54458



APPLICATION FOR MEMBERSHIP

U.S. CHAMBER OF COMMERCE

CMQ200504005

1615 H Street, NW, Washington, DC 20062 • 800-638-6582
www.uschamber.com

Membership investments in the U.S. Chamber are not tax deductible as a charitable contribution but a portion is deductible as a business expense. Since the U.S. Chamber engages in lobbying, under federal law 64% of 2006 investments is deductible. In the case of employees who are not reimbursed by their employer for Chamber membership investments, the business expense deduction may be subject to the limits of Section 67 of the Internal Revenue Code.

COMPANY NAME: (please print)

As it should appear on all communications and membership certificate

Financial participation of _____ (\$10,000 to \$100,000)

Prefix (Mr., Ms., Mrs.)	First	M.I.	Last	Suffix (Sr., Jr., etc)
Job Title			E-mail*	
Phone			Fax	
Street Number	Street Name		Other (Suite, Floor)	
City			State	ZIP
Street Number	Street Name		Other (Suite, Floor)	
City			State	ZIP
Prefix (Mr., Ms., Mrs.)	First	M.I.	Last	Suffix (Sr., Jr., etc)
Job Title			E-mail*	
Phone			Fax	
Prefix (Mr., Ms., Mrs.)	First	M.I.	Last	Suffix (Sr., Jr., etc)
Job Title			E-mail*	
Phone			Fax	

<input type="checkbox"/> American Express <input type="checkbox"/> MasterCard <input type="checkbox"/> Visa <input type="checkbox"/> Discover <input type="checkbox"/> Check #				
Card Holder's Name				
Card Number		Exp. Date	MO	YR

Signature: _____ Date: _____
(required for all payment types)

WHITE [Washington Copy], PINK [Member Copy], YELLOW [Executive Director Copy]

USCC 54459

U.S. CHAMBER OF COMMERCE MEMBERSHIP BENEFITS & SERVICES

You now have the world's largest business federation on your side.

Thank you for supporting the Chamber and the fight for free enterprise. It's good for business, good for the country, and — most importantly — good for you.

Your member benefits include:

- An annual briefing on issues of specific interest to your organization.
- Current information on important business issues through our monthly magazine and weekly updates, the Vote for Business program, and invitations to rewarding business events.
- Advocacy at the Federal, state and local levels on behalf of business.
- Unprecedented direct access to the Chamber's policy makers and issue experts.

No one works harder to keep you up-to-date about issues that affect your bottom line. You will receive our monthly *uschamber.com* magazine and weekly email updates, resources on our comprehensive Web site, access to over 3,000 events a year, and in-depth published studies and reports. More than just information; these are valuable resources.

No one fights harder for you when government makes decisions that affect your livelihood. Our lobbyists are smart, tenacious, and effective battling against bureaucratic paperwork, lawsuits, unreasonable labor demands, and excessive environmental regulations.

To learn more about the specific benefits your membership provides, you should speak with your account executive, call Member Services at 1-800-638-6582, e-mail: memberservices@uschamber.com, or visit www.uschamber.com

For more information:

Guidelines to logo usage: www.uschamber.com/member/usage.htm

U.S. Chamber of Commerce FAQs: www.uschamber.com/about/faqs.htm

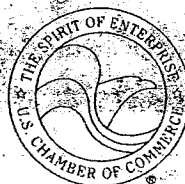
Privacy Policy: www.uschamber.com/privacy/htm

Important Notice:

It is agreed that under no circumstances (including but not limited to any act or omission on the part of the U.S. Chamber) will the U.S. Chamber be liable for any loss or damages (including, without limitation, indirect, incidental, special or consequential or punitive damages and damages for loss of profits) whatsoever which result, either directly or indirectly, from the purchase of any goods or services by U.S. Chamber Members pursuant to any U.S. Chamber membership benefit program, including but not limited to those benefits provided, administered and maintained by third parties.

Membership in the U.S. Chamber of Commerce entitles members to an annual subscription of the monthly publication entitled *uschamber.com*. A portion of membership dues (\$9.12 per *uschamber.com* subscription) is allocated to the publication.

U.S. Chamber of Commerce
Fighting for your business



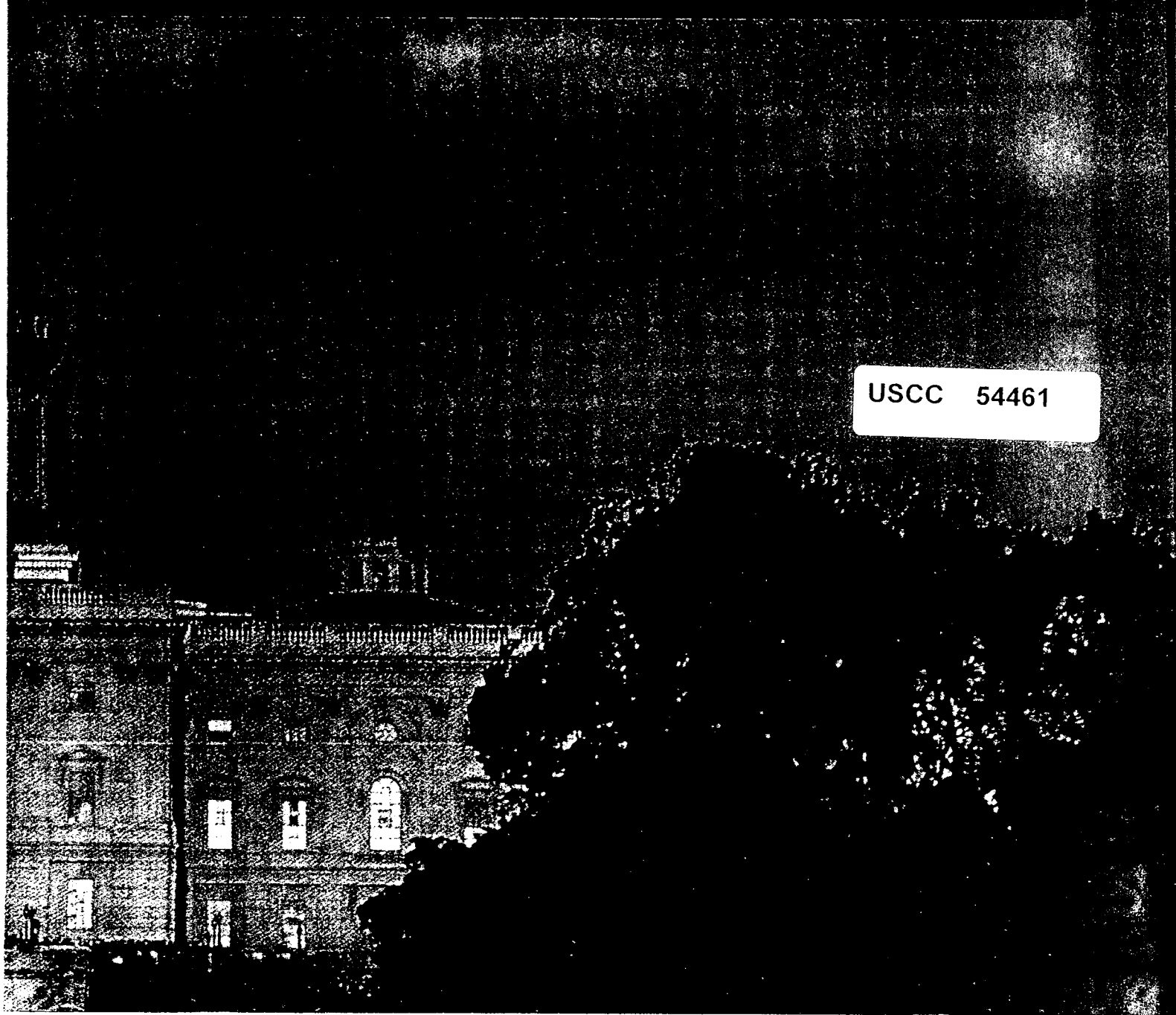
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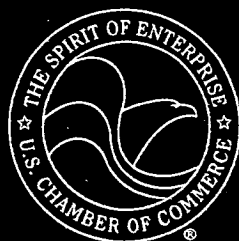
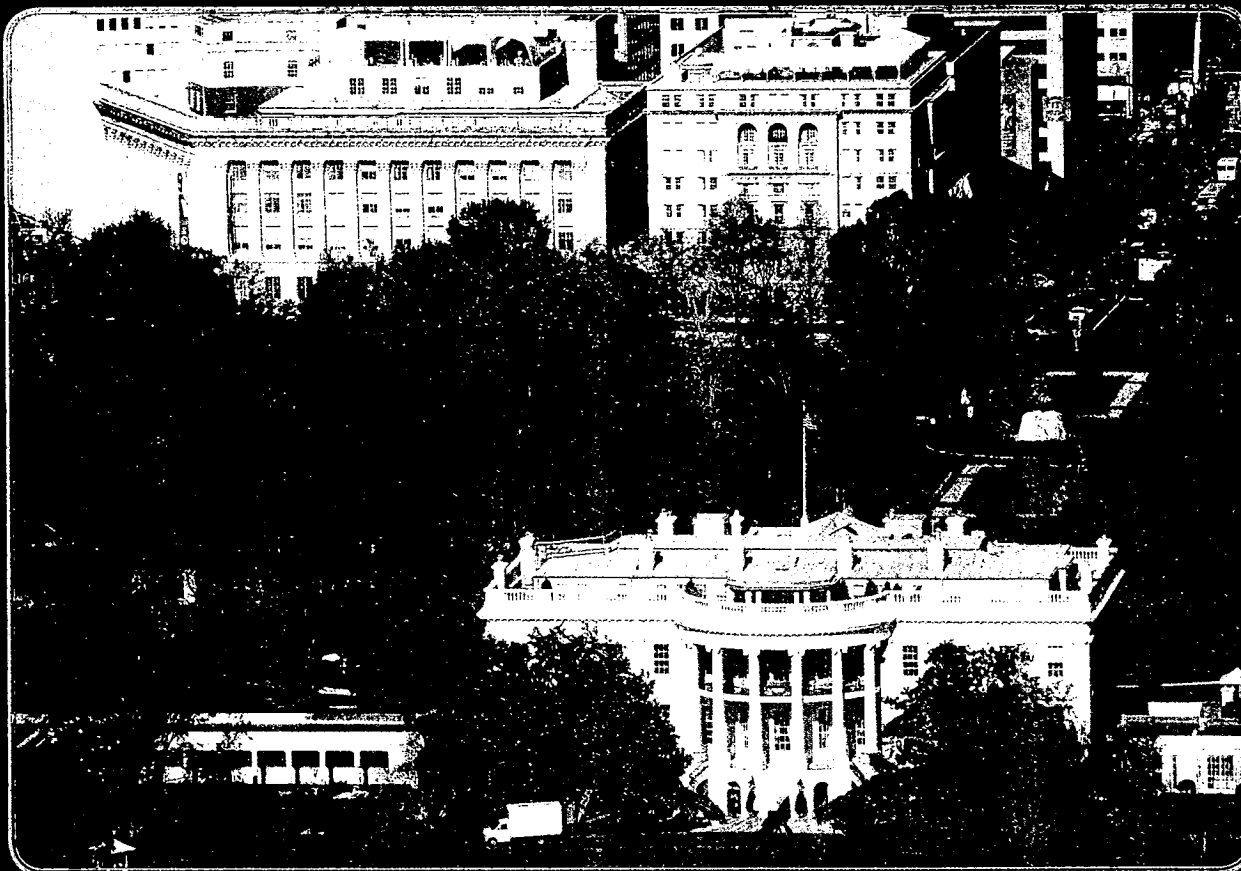
What happens on Capitol Hill affects your business. Get Your Seat at the Table.

The U.S. Chamber of Commerce is recognized in Washington, DC, as *The Voice of Business*. Before Congress and the numerous regulatory agencies that affect your company's operations, management, and governance, *the Chamber is your messenger*.

The Chamber's sole mission is to create an environment where your business can thrive. And this is a mission we have been carrying out for nearly 100 years.

USCC 54461





Chamber of Commerce of the
United States of America
1615 H Street, NW
Washington, DC 20062-2000
www.uschamber.com
12566-8-2006

USCC 54462

EXHIBIT 3

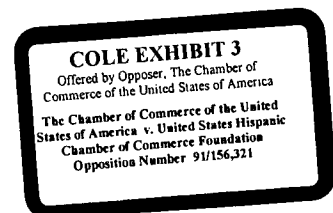
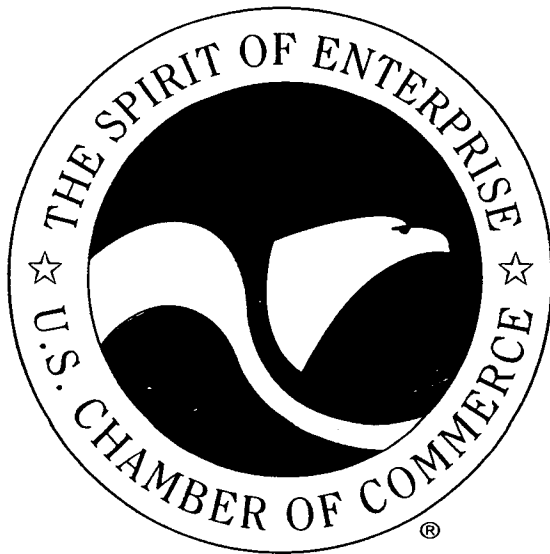
ACTIVITIES OF INTEREST TO:

Colonial Williamsburg Company

PREPARED FOR:

Colin Campbell
Chairman and President

March 7, 2007



CHAMBER OF COMMERCE OF THE UNITED STATES

Fighting For Your Business

USCC 54463

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I. INTRODUCTION TO THE U.S. CHAMBER OF COMMERCE

In December 1911, President William Howard Taft expressed his vision of a centralized organization to promote the spirit of free enterprise. Four months later, 700 delegates from commercial and trade organizations created a unified body of business interests that today is the U.S. Chamber of Commerce.

Nearly 100 years later, the U.S. Chamber represents more than 3 million businesses, thousands of state and local chambers, hundreds of associations, and 105 American Chambers of Commerce located in 91 countries. We continue our rich tradition of fighting for business and free enterprise, encompassing a wide-range of issues that matter to your company on Capitol Hill, in the courts, and in the court of public opinion.

The U.S. Chamber maintains a professional staff of more than 300 of the nation's top policy experts, lobbyists, lawyers, and communicators. The Washington, DC staff is supported by eight regional offices around the country; offices in New York and Brussels; an on-the-ground presence in China; and a network of grassroots business activists.

Our members include businesses of all sizes and sectors—from large Fortune 500 companies to home-based, one-person operations. The leadership is equally diverse, with more than 100 corporate and small business leaders from all sectors serving on the board of directors.

Membership with the Chamber means:

- Over 40 lobbyists on your side
- 50+ issues managers who understand how complex legislation and regulation impact you
- 70 International Staff who advocate on your behalf for beneficial trade agreements and manage programs that educate American businesses about trade opportunities abroad
- The Institute for Legal Reform's efforts to reduce excessive and frivolous legislation
- The National Chamber Litigation Center's efforts to protect business interests in the courts
- Access to exclusive information through our monthly print publication, *uschamber.com*, our weekly e-newsletter, and our Web site with more than 10,000 pages dedicated to specific policies and issues
- The opportunity to engage, shape, and advance the business agenda through one of the Chamber's 20-plus committees, councils and task forces
- Ability to network with prospective customers, business partners, and policymakers by attending Chamber meetings and briefings

Membership in the U.S. Chamber of Commerce is an investment in your company's future.

CHAMBER 2007 PRIORITIES:

- Opposing organized labor's drive to erode employee free speech and expand the National Labor Relations Act (NLRA)
- Supporting administrative, or, if necessary, legislative, efforts to reform the overbroad regulations implementing the Family and Medical Leave Act particularly with respect to the definition of "serious health condition" and the use of unplanned intermittent leave; Opposing expansion of the Family and Medical Leave Act
- Opposing an increase in the minimum wage
- Supporting legislation that will help small businesses when dealing with Occupational Safety & Health Administration (OSHA) and resisting expansion of criminal penalties
- Pushing the Equal Employment Opportunity Commission (EEOC) to:
 - Finalize its proposed regulations addressing the "Erie County" court case regarding retiree health benefits, holding that employers could not consider eligibility for Medicare in designing retiree packages as between younger and older workers
 - Withdraw its policy position opposing mandatory, binding arbitration as a condition of employment
 - Update the definition of job "applicant" to account for problems caused by e-submission of resumes
- Continuing to submit comments emphasizing the flaws in the DOL's proposed voluntary guidelines on ergonomics
- Increasing the Chamber's role in the international labor and employment arena, including defending U.S. labor law before the International Labor Organization
- Supporting greater protections for self-critical analyses by employers of their workforce

ACCESS TO AFFORDABLE HEALTH CARE

As an employer, Colonial Williamsburg may be interested in the Chamber's efforts to control health care costs and to expand and improve health care coverage options.

CHAMBER POSITION:

The Chamber will support proposals that meet our fundamental criteria for reform: strengthening the successful employer-provided system; employing market-based approaches that allow for flexibility and innovation; and featuring sensible, cost effective, and viable reforms. We back specific proposals that meet these criteria and that we think will improve the system. We recognize that health care reform is an extremely challenging and complex issue, which no single organization can change through its own efforts. Like other companies, trade associations, and politicians who have banded together to leverage their political power, the Chamber joins coalitions we think will help advance our position.

ISSUE BACKGROUND:

Health Premiums Rise 7.7%; Rate of Hike Slows But Still Outpaces Wages, Inflation

September 27, 2006 – The Kaiser Family Foundation in collaboration with the Health Research and Educational Trust (HRET) conducted a nationwide survey that showed increases in health insurance premiums for working families slowed for the third straight year in 2006, but still rose at a rate more than double that of inflation and growth in workers' pay. Premiums for workers rose 7.7% this year -- the least since 2000 -- down from 9.2% in 2005 and just over half the recent peak of 13.9% in 2003, according to the survey of more than 3,000 companies with three or more workers (*The Boston Globe*, 09/27/06).

Chamber Highlights Strategies for Preventive Health Care and Cost Control

January 16, 2007 – To support the ‘Four Cornerstones of Value Driven Healthcare’ initiative, the Chamber is co-hosting several panel discussions on strategies to improve prevention and control costs. Bruce Josten, Chamber EVP for Government Affairs, explained that “individuals must have access to information on quality and cost to make wise decisions.” Health and Human Services Secretary Mike Leavitt has delivered the keynote addresses at these events.

Chamber Requests Clarification of New HSA Rules

December 22, 2006 - The Chamber, together with the Financial Services Roundtable and the American Benefits Council, submitted a letter to the Department of the Treasury requesting guidance regarding new HSA rules, which were enacted as part of the Tax Relief and Health Care Act of 2006. To assist in the administration of high deductible health plans (HDHPs) and HSAs for 2007, the signatories requested that the Department quickly clarify the rules that would impact employer-sponsored health benefits and would come into force with the start of the calendar year.

Chamber Lends Support to ‘Four Cornerstones of Value-Driven Health Care’ Initiative

November 2006 – The Chamber joined business and political leaders in endorsing the ‘Four Cornerstones of Value-Driven Health Care’ initiative put forth by HHS. The initiative promotes health information technology, quality and efficient care, and information on quality and cost. Supporting companies pledge to encourage the health insurance plans, providers, and others with which they contract to take actions to achieve these goals. The Chamber is encouraging its member companies to support this initiative.

Chamber Supports Provisions to Strengthen HSAs

September 26, 2006 – The Chamber sent a letter to Chairman William Thomas (R-CA) and the entire House Ways and Means Committee urging the passage of H.R. 6134, the Health Opportunity Patient Empowerment Act of 2006. The Chamber supports this legislation that strengthens and improves HSAs by which Americans achieve greater control over their health care needs and hold down insurance costs.

Chamber and other Business Organizations Urge Completion of Health IT Legislation

September 12, 2006 – The Chamber along with the American Benefits Council, Business Roundtable, HR Policy Association, National Association of Manufacturers, National Business Group on Health, National Retail Federation, and The ERISA Industry Committee sent Senate Majority Leader Bill Frist (R-TN) and Speaker of the House Dennis Hastert (R-IL) a letter strongly supporting the swift completion of legislation that will promote and advance the widespread adoption of health IT.

IV. TAX REFORM

The Chamber is working in its own name and as a member of the Alliance for Tax Fairness and Growth to support legislation that will permanently extend a number of important tax reductions, and was instrumental in getting a two-year extension of dividend and capital gains tax cuts included as part of the Tax Increase Prevention and Reconciliation Act of 2005 (TIPRA), enacted on May 17, 2006. Making these tax cuts permanent will spur investment activity, create jobs, and expand the overall economy, benefiting individuals of all income levels.

The Chamber played a major role in the enactment of the Jobs and Growth Tax Relief Reconciliation Act of 2003. This legislation contained \$330B in net tax relief, which included cuts in dividend and capital gains tax rates to a maximum of 15%, effective through 2008. Many economists believe that reducing the tax on gains from the sale of capital assets and dividends paid from corporate earnings will stimulate economic growth by promoting capital formation and mobility.

Colonial Williamsburg will benefit from minimizing their tax liability.

CHAMBER POSITION:

The Chamber promotes efforts to:

- Make the Bush tax cuts permanent
- Ensure faster cost recovery of capital investment
- Repeal the alternative minimum tax (AMT)
- Reduce the capital gains tax
- Reduce the tax on dividend income
- Remove competitive tax disadvantages experienced by U.S. multinational corporations
- Repeal the Federal Unemployment Tax Act (FUTA) surcharge
- Make tax extenders (e.g., the Research and Experimentation Tax Credit, the Work Opportunity Tax Credit, and the Welfare-to-Work Credit) permanent
- Enhance the Research and Experimentation Tax Credit
- Enact enhanced tax-deferred savings vehicles
- Advance simplification of, and ease of compliance with, the Internal Revenue Code
- Monitor tax reform efforts by the Bush administration and Congress to ensure that concerns of Chamber members are accounted for

ISSUE BACKGROUND:

While attempting to extend tax relief for our members, the Chamber recognizes that it must be ever-vigilant in monitoring the intentions and actions of some legislators to raise the tax burdens on businesses, as was attempted in the 108th Congress and continued in the 109th Congress. The Chamber will continue to scrutinize proposals in the 110th Congress to raise revenues on the backs of our members, such as those contained in the Joint Committee on Taxation's report titled "Options to Improve Tax Compliance and Reform Tax Expenditures" and in the Senate's continuing efforts to enact revenue raisers in tax legislation.

COALITIONS AND COMMITTEES:

Taxation Committee

The Taxation Committee is the primary policy-originating body for the Chamber in the area of taxation. The business community faces critical choices in the tax policy arena as Congress and the administration continue to struggle with fiscal policy decisions. The Taxation Committee provides expert help and advice to assist the Chamber in promoting sound tax policy.

V. REGULATORY AFFAIRS

Colonial Williamsburg manages several museums, restaurants, and hotels and will be interested in reducing the regulatory burdens of these operations. The annual cost of the U.S. regulatory process now exceeds \$1T—a tax that is greater than four times the total of what companies pay in corporate income taxes. Colonial Williamsburg will be interested in the Chamber's efforts related to regulatory reform.

CHAMBER POSITION:

The Chamber is committed to using the highest level and quality of scientific data as the basis for the Environmental Protection Agency (EPA) and other federal government agencies' regulatory processes.

CHAMBER 2006 ACCOMPLISHMENTS:

- **Nanotechnology Regulation** – Formed a nanotechnology working group made up of Chamber members for the purpose of ensuring that nanotechnology is not subject to excessive government regulation, that the economic benefits of nanotechnology are maximized, and that the business community has a collective and uniform voice in the development of any regulatory structure.
- **OMB Bulletin on Good Guidance Practices** – Submitted comments to OMB on the misuse of guidance documents by federal agencies to regulate the public. OMB's proposed bulletin was a good first step toward addressing the problem, but it fell short of a comprehensive solution. The Chamber submitted several recommendations that would more effectively address the problem.
- **Risk Assessment Working Group** – Formed a working group made up of Chamber members to address the merits of the Proposed Risk Assessment Bulletin, published by OMB in January 2006.

CHAMBER 2007 PRIORITIES:

- **Data Inconsistency** – Challenge the incorrect, or inconsistent, numerical values for chemicals listed in various EPA databases. Encourage the correction of inconsistent data used by EPA.
- **Data Quality Act** – Ensure that federal agencies comply with provisions of the Data Quality Act, including requirements that federal agencies disclose all data and analyses supporting proposed regulations and that the data are objective, accurate, and complete.
- **Regulatory Flexibility Act** – Work closely with House and Senate committees to address loopholes in the Regulatory Flexibility Act (RFA).
- **Regulation by Guidance Document** – Work with the Office of Management and Budget to establish comprehensive guidelines for federal agencies on the development and issuance of guidance documents.
- **Regulatory Procedures and Peer Review** – Ensure that federal agencies rely on sound science in formulating regulations, that the science is peer reviewed, that a proper cost-benefit study is completed and that feasible alternatives are considered, and that all impact studies required by law or executive order are performed.
- **International Standards Affecting Domestic Regulation** – Advocate for the adoption of transparency, accountability, and compatibility in international standards.

COALITIONS AND COMMITTEES:

Regulatory Affairs Committee

This committee has broad oversight responsibility for the federal government's regulatory and information collection processes. This committee is also responsible for developing and carrying out policy on regulatory process reform, regulatory review, and other proposals directed at taming the growth and reducing the burden of federal regulations (including regulatory flexibility, paperwork reduction, regulatory accountability and cost/benefit legislation). Another primary function is to complement other Chamber policy committees—deferring to the substantive expertise of others—in providing another avenue for ensuring that the proper review processes are followed, and that federal regulatory activities are necessary and the least burdensome alternatives for implementing federal regulations are adopted.

VI. LEGAL REFORM AND LITIGATION EFFORTS

INSTITUTE FOR LEGAL REFORM

Colonial Williamsburg is vulnerable to a variety of tourism related lawsuits. The Chamber's Institute for Legal Reform (ILR) is fighting to put a halt to the burgeoning growth of frivolous lawsuits by restoring fairness, balance, efficiency and consistency to the U.S. civil justice system.

CHAMBER POSITION:

America's litigation system is the world's most expensive, costing the average family more than \$3,500 per year. The cost of the U.S. tort system exceeds that of any other industrialized country, hindering America's ability to compete in a global marketplace. Nearly half of corporate legal budgets are reserved for litigation expenses, money diverted from capital investment and product innovation. The mission of ILR is simple: to make America's legal system simpler, fairer and faster for everyone. ILR's multifaceted program seeks to promote civil justice reform through legislative, political, judicial and educational activities at the national, state and local levels.

ISSUE BACKGROUND:

Analysis Shows U.S. Tort Costs Slowed

December 26, 2006 - Tillinghast Towers Perrin's study entitled 'The 2006 Update on U.S. Tort Cost Trends' reports that U.S. tort costs reached \$261B in 2005, up 0.5% from 2004. The modest \$1.1B increase is the smallest since 1997. Looking ahead, the company forecasts an increase in U.S. tort costs of 3.5% in 2006 and 4.5% in both 2007 and 2008. "The findings have shown that the trend toward more moderate increases in tort costs appears to be holding in 2006; however, continued lawsuits in the pharmaceuticals industry and obesity-related litigation, as well as asbestos claims and the backdating of options in U.S. corporations have the potential to change things going forward," says Russ Sutter, Tillinghast principal.

ILR'S 2007 PRIORITIES INCLUDE:

- Advance major legal reform activities, including enactment of comprehensive changes in private securities litigation, limits on mass screenings and abusive e-discovery, and a comprehensive and rational solution to the burgeoning asbestos-related liability crisis.
- Expand previous legal reform-related victories, such as the Class Action Fairness Act, as well as expand the general availability of arbitration and other alternative dispute resolution mechanisms.
- Continue educating the public about important state judicial and attorneys general races. Support legal reform in key problem states and jurisdictions.

ILR'S LEGAL REFORM ACCOMPLISHMENTS IN 2006 INCLUDE:

- Encouraged Congressional investigation into the appearance of fraud in silica litigation that was exposed last year by Judge Janis Graham Jack in the federal silica MDL proceedings in Corpus Christi, Texas. The House Oversight and Investigations subcommittee has conducted four hearings, each of which featured one or more of the witnesses—doctors, screening companies and plaintiffs' lawyers—asserting Fifth Amendment rights against self-incrimination.
- Continued to strongly promote efforts to negotiate a legislative fix to the asbestos litigation crisis. Successfully highlighted the problems, including fraud, associated with the practice of trial lawyers utilizing mass screenings to locate potential plaintiffs in certain types of large-scale litigation such as asbestos and silica cases.
- Successfully worked to increase bipartisan support for the Commonsense Consumption Act in the Senate. This bill is designed to limit lawsuits which argue that food companies should be held liable if their customers become obese. The House passed its version of the legislation last year.
- Helped promote the adoption of key legal reform measures such as joint and several liability reform, limits on the ability of state attorneys general to hire outside contingency fee counsel, asbestos litigation reform, caps on appeal bonds, and limits on punitive damages in key states like Illinois, West Virginia, and Florida.
- Issued fifth annual Harris Poll ranking of the legal systems in all 50 states.

NATIONAL CHAMBER LITIGATION CENTER

During the course of business, companies are confronted with litigation relating to service contracts, commercial disputes, taxes, finance issues, employment and workers' compensation claims, and other matters. Litigation costs are a growing concern for the business community as a whole, including Colonial Williamsburg. The Chamber's National Chamber Litigation Center (NCLC) is fighting to return some semblance of fairness and predictability to the legal process in the face of this growing trend.

CHAMBER POSITION:

As the voice of business in the courts and federal regulatory agencies, NCLC's ambitious advocacy program plays a major role in shaping public policy on important legal questions of concern to American business. NCLC is a membership organization that advocates fair treatment of business in the courts and regulatory agencies. Its four-pronged advocacy program includes initiation of suits to challenge unfair statutes and regulations, amicus briefs in cases of major significance to the business community, moot courts, and a reasoned voice for business in the media.

ISSUE BACKGROUND:

The Chamber's law firm, NCLC, continues to save companies hundreds of millions of dollars through its aggressive litigation program of filing amicus briefs and direct party challenges. In 2006, NCLC entered a record 106 new cases of significance to the business community and has secured 48 victories.

CHAMBER ACTIONS/EVENTS:

U.S. Supreme Court Considers Five Business-Related Cases

November 27, 2006 – The U.S. Supreme Court is hearing five cases closely watched by the business community and in which the NCLC has filed amicus briefs.

The cases could have a significant impact on the way companies conduct business in the United States with potential global economic effects. Specific issues being considered are antitrust, alleged pay discrimination, so-called predatory purchasing, greenhouse gas regulation, and federal regulatory preemption.

NCLC Seeks Supreme Court Clarity in Punitive Damages Case

October 31, 2006 – The Supreme Court heard oral arguments in *Philip Morris v. Williams*, the first punitive damages case to be heard by the high court since its landmark 2003 decision in *State Farm v. Campbell* that requires a reasonable relationship between punitive and compensatory damages. Robin Conrad, SVP of NCLC, issued the following statement about the case: "State and federal courts are in need of guidance to clarify when juries may impose punitive damages and the standards they should apply in awarding them. If guidance already provided by *State Farm* is not reaffirmed and clarified by the high court and followed by the lower courts, businesses will continue to face excessive punitive damages awards that destroy jobs and companies and hurt the economy."

- In *Anza v. Ideal Steel Supply Corp.*, the Court significantly limited the scope of private actions that can be brought under the Racketeer Influenced and Corrupt Organizations Act (RICO) by requiring a plaintiff to show that its was directly harmed by racketeering activity. NCLC argued that RICO was not intended to be a private attorneys general statute where individuals could seek to combat fraud against the government.
- In *DaimlerChrysler v. Cuno*, the Court dismissed a constitutional challenge to an Ohio investment tax credit after determining that the plaintiffs lacked standing.
- In *Merrill Lynch, Pierce, Fenner & Smith v. Dabit*, the Court affirmed that federal law takes supremacy over state law in cases involving allegations of securities fraud. In the case, NCLC pointed out that so-called "holder" class action lawsuits are often used to extract large settlements through the strategy of alleging speculative injuries, which are typically proven through unsupported oral testimony.

In 2006, the Supreme Court granted review in six of our cases, accepting 38% of the cases in which we supported review — not a bad percentage before a Court that denies more than 99% of the requests received for review.

VII. POLITICAL AND LOBBYING EFFORTS

POLITICAL/VOTER EDUCATION EFFORTS

The Chamber's political program effectively supports pro-business candidates directly as well as directing an extensive voter education program, and conducting aggressive, nonpartisan get-out-the-vote (GOTV) activities in order to increase activism in the business community. The Chamber's state-of-the-art VoteForBusiness.com web site is a free service to members designed to allow companies to engage in issues important to them. Finally, the Chamber continues to provide its members the opportunity to meet Chamber-endorsed Congressional candidates.

CHAMBER 2006 ACCOMPLISHMENTS:

- Final election returns from the 2006 elections indicate that 222 of the 277 Chamber-endorsed candidates were elected. A majority of pro-legal reform candidates won races in which the Chamber's Institute for Legal Reform (ILR) worked to educate the public on the importance of issues such as enforcing the rule of law with integrity and impartiality.
- As part of its political program, the Chamber put 274 people on the ground, ran TV/radio spots in 35 races, distributed 13.5 million pieces of mail, placed 12.5 million phone calls, and sent more than 18.8 million e-mails. Working with its local chambers and Federation members, the Chamber held fundraisers, educated voters, and organized get-out-the-vote efforts. In scope, cost, and reach, it was the Chamber's most expansive program ever.

COALITIONS AND COMMITTEES:

Public Affairs Committee

This committee is comprised of approximately 70 members from across the country that represent Fortune 500, mid-size and small businesses, chambers and associations. The primary goal of the committee is to oversee the Chamber's involvement in federal elections. This includes candidate recruitment, endorsements, press conferences, candidate Meet and Greets, PAC development, candidate fundraisers, and get-out-the-vote programs. Additionally, the committee oversees legislative and regulatory issues that involve federal elections such as Campaign Finance Reform, Term Limits, and Federal Election Commission Rules.

CHAMBER ACTIONS/EVENTS:

Leading Political Analysts: Charlie Cook and Stu Rothenberg Share Their Insights

November 14, 2006 - As analysts and authors, Charlie Cook and Stu Rothenberg offered their insight into political trends and upcoming elections during a seminar held at the Chamber. Their presentation focused on the outcome of the 2006 midterm elections and what that means for the next two years and the 2008 presidential election.

Chamber Looks Forward to Working with New Congress

November 8, 2006 - The Chamber will continue to work with and support members of the new Congress from both sides of the aisle who favor pro-business legislation, and it remained optimistic about implementing the business agenda. "We worked hard to elect pro-business candidates," said Chamber President and CEO Thomas Donohue. "In a very difficult environment, we won some and we lost some. But it's important to remember two things. First, this election didn't turn on business issues, but instead on the war in Iraq and congressional scandals. Second, we don't measure success by the numbers, what counts is whether we are a force when the big decisions are made, and we will be."

NATIONAL CHAMBER LITIGATION CENTER
Legal Efforts of Interest to Colonial Williamsburg Company

The Chamber's law firm, NCLC, continues to save companies hundreds of millions of dollars through its aggressive litigation program of filing amicus briefs and direct party challenges. In 2006, NCLC entered a record 106 new cases of significance to the business community and has secured 48 victories.

Federal Labor Law Preemption

Chamber of Commerce of the United States of America v. Lockyer [AB 1889]

Nos. 03-55166 and 03-55169

U.S. Court of Appeals for the Ninth Circuit

The Ninth Circuit granted the Chamber's Motion to Stay Issuance of Mandate pending the filing of a petition for writ of *certiorari* with the Supreme Court of the United States, which will be filed on January 5, 2007. The Chamber is filing the *certiorari* petition in response to the Ninth Circuit's ruling that the California law prohibiting employers that annually receive more than \$10,000 in state funds from using those funds "to assist, promote, or deter union organizing" was not preempted by the National Labor Relations Act (NLRA). After a federal district court ruled in September 2002 that certain provisions of the California law were preempted by the NLRA, a three judge appeals court panel unanimously agreed with that assessment in April 2004. However, the panel agreed to rehear the case, and again ruled 2-1 in September 2005 that the state law was preempted. Then the full Ninth Circuit agreed to rehear the case, and unexpectedly reversed the decision in September 2006.

Statute of Limitations for Compensation Claims under Title VII

Ledbetter v. Goodyear Tire and Rubber Company, Inc.

No. 05-1074

Supreme Court of the United States

NCLC urged the Supreme Court to uphold an Eleventh Circuit decision considering how far back in time an employee alleging sex discrimination in pay may go to challenge employer actions affecting her pay. In its brief, NCLC argued that the statute of limitations under Title VII requires an EEOC charge to be filed within 180 or 300 days (depending on the jurisdiction) after the alleged unlawful employment practice occurs. This requirement does not vary depending on the form of discrimination involved, and compensation cases should be treated no differently. The limitations period begins to run when the alleged discriminatory decision is made and communicated, not when the complainant feels the consequences of that decision. Unless an employer receives prompt notice that it will be called upon to defend a specific compensation decision, it is unlikely to have the necessary witnesses or evidence at its disposal to defend itself.

Third Party Reliance and RICO

Ideal Steel v. Anza

04-433

Supreme Court of the United States

The Supreme Court significantly limited the scope of private actions that can be brought under Racketeering Influenced and Corrupt Organizations Act (RICO) by requiring a plaintiff to show that it was directly harmed by racketeering activity. In this case, the plaintiff contends that the defendant submitted fraudulent sales tax receipts to the New York state government and thereby was able to charge a lower price for its products than the plaintiff was able to. NCLC argued that RICO was not intended to be a private attorneys general statute where individuals could seek to combat fraud against the government, urging the Court to resolve a split in the circuits by requiring a specific showing that the plaintiff—rather than a third-party—relied on the defendant's fraudulent behavior. The Court declined to resolve that circuit split, but instead relied on *Holmes v. Securities Investor Protection Corporation* to impose an equally important check against the misuse of the RICO statute.

U.S. CHAMBER STAFF SPECIALIST DIRECTORY

U.S. CHAMBER OF COMMERCE | SPECIALISTS IN LEGISLATIVE AND REGULATORY ISSUES

The U.S. Chamber of Commerce provides its members with a voice of experience and influence in Washington, D.C., and around the globe. Listed below is the Chamber's team of issue experts—policy specialists, lobbyists, and lawyers. These people spend their days on Capitol Hill and in the courts lobbying on legislative and regulatory issues on behalf of small business.

Visit the Chamber's Web site, <http://www.uschamber.com/issues/priorities/default>, for our current legislative agenda. For information on the Chamber's recent victories, please visit <http://www.uschamber.com/issues/accomplishments/default.htm>

Subject	Staff	Phone*	Subject	Staff	Phone*
A			Chemical Use	Ron Eidshaug	5600
Aerospace	David Logsdon	5479		Walter Shaub	5837
African Policy	Daeman Harris	5984	Chile-U.S. Trade	John Murphy	5645
Agriculture	Amy Ericksen	5783	China-U.S. Trade	Myron Brilliant	5489
Air Resources Management	Amy Ericksen	5783	Civil Rights/EEOC	Michael Eastman	5522
Alternative Minimum Tax	Phil Beram	5658		Randy Johnson	5522
	Phillips Hinch	5655	Clean Air	Amy Ericksen	5783
Americans with Disabilities Act	Randy Johnson	5522	Clean Water	Amy Ericksen	5783
	Marc Freedman	5522	Commission on Capital Markets	Andrew Persson	5887
Antidumping	John Leyden	5357	Compensatory Time	Jack Clark	5818
Antitrust	Chris Braddock	5891		Michael Eastman	5522
	Amar Sarwal	5344		Randy Johnson	5522
Arbitration	Randy Johnson	5522	Counterfeiting	Brad Huther	5373
Asbestos Litigation	Robin Conrad	5337		Caronline Joiner	5554
	Peter Lawson	5761		Michele Lopez	5846
East Asian Policy	Myron Brilliant	5489		Mike Zaneis	5600
Australian-U.S. FTA	Kathleen Connors	5874	Cuba	John Murphy	5645
Appropriations	Tim Maney	5610	Cyber Security	Ann Beauchesne	5958
B					
Balanced Budget Amendment	Martin Regalia	5620	D		
Banking	Peter Lawson	5671	DR CAFTA	John Murphy	5645
Bankruptcy	Peter Lawson	5671	Data Quality	Thomas Myers	5804
"Beck" Rights	Randy Johnson	5522	Davis-Bacon Repeal	Jack Clark	5818
Biotechnology	Walter Shaub	5837		Marc Freedman	5522
Blacklisting	Randy Johnson	5522		Randy Johnson	5522
Border Security	Ann Beauchesne	3100	Defense Appropriations	Chris Braddock	5891
	Angelo Amador	5422	Defense Contracting	Chris Braddock	5891
	Andrew Howell	3100			
Budget—Federal	Martin Regalia Tim	5620	E		
	Maney	5610	E-Commerce	Jason Goldman	5949
Business Activity Tax	Phil Beram	5658		Mike Zaneis	5600
Broadband	Jason Goldman	5949	Economic Policy	Martin Regalia	5620
			Economic Sanctions	Tom Mouhsian	5487
C			Education	Jacque Johnson	5522
Campaign Finance Reform	Bill Miller	5600		Karen Elzey	5525
Capital Gains Tax	Phil Beram	5658	Election/Campaign Reform	Bill Miller	5600
	Phillips Hinch	5655	Electricity Industry Restructuring	Bill Kovacs	5533
Capital Markets	David Chavem	3101	Employee Benefits	Katie Mahoney	5522
	Amanda Engstrom	5904		Aliya Wong	5522
	Andrew Persson	5887	Employee Classification	Phil Beram	5658
Central America/Caribbean Policy	John Murphy	5645	Endangered Species Act	Amy Ericksen	5783

*All phone numbers begin 202-463-

USCC 54483

Latin America Policy**Legal Affairs****Legal Reform****Legal Reform Litigation****M****Medicare Reform****Mexican Immigration****Minerals****Monetary Policy****Minimum Wage****Medical Liability Reform****Middle East Policy****N****NAFTA****National Labor Relations Act****Natural Resources****Network Security****Nuclear Energy****O****Online Privacy****OSHA****P****Paid Leave****Paperwork Reduction****Pension Reform****Pensions and Disability****Prescription Drugs****Privacy—Consumer****Privacy—Financial****Privacy—Medical****Privatization****Procurement/Acquisition Reform****Product Liability****Property Rights****Punitive Damages****R****Recycling****Regulatory Affairs****RCRA****Regulatory Reform****Research & Experimentation Tax Credit**

John Murphy 5645

Mark Smith 5794

Robin Conrad 5337

Matt Webb 5361

Robin Conrad 5337

Katie Mahoney 5522

Katie Strong 5520

Angelo Amador 5422

Amy Ericksen 5783

Martin Regalia 5620

Jack Clark 5818

Marc Freedman 5522

Katie Strong 5520

Daeman Harris 5984

John Murphy 5645

Marc Freedman 5522

Randy Johnson 5522

Ron Eidshaug 5982

Jason Goldman 5949

Amy Ericksen 5783

Jason Goldman 5949

Michael Zaneis 2475

Marc Freedman 5522

Jack Clark 5818

Mike Eastman 5522

Thomas Myers 5804

Aliya Wong 5522

Ashley Miller 5834

Stephanie Polis 5573

Aliya Wong 5522

Katie Mahoney 5522

Katie Strong 5520

Jason Goldman 5949

Michael Zaneis 2475

Michael Zaneis 2475

Katie Mahoney 5522

Katie Strong 5520

Chris Braddock 5891

Chris Braddock 5891

Peter Lawson 5761

Thomas Myers 5804

Robin Conrad 5337

Bill Kovacs 5533

Thomas Myers 5804

Amy Ericksen 5783

Thomas Myers 5804

Phil Beram 5658

Phillips Hinch 5655

Retirement Security**Risk Assessment****Russia/Eurasia****S****SAFETY Act****Section 110****Securities Litigation****Small Business****Social Security****Solid Waste****Southeast Asia****Space Commerce****Streamlined Sales Tax****Striker Replacement****Stock Options****S-Corporation Reform****Superfund****T****Taxes****Tax Relief—Small Business****Technology****Telecommunications****Terrorism Insurance****Tobacco Regulation****Trade—Labor & Environmental Issues****Trade Remedy Laws****Transportation/Infrastructure****Transportation Security****Travel & Tourism****U****Unemployment Insurance****Unfunded Mandates****W****Water Resources Management****Welfare Reform****Western Hemisphere Travel Initiative****Work Opportunity Tax Credit****Worker's Compensation****Workplace Training****World Trade Organization****Worldwide Sourcing****Welfare-to-Work Tax Credit****Workforce Development**

Aliya Wong 5522

Thomas Myers 5804

Gary Litman 5482

Andrew Howell 3100

Angelo Amador 5422

Robin Conrad 5337

Giovanni Coratolo 5620

Martin Regalia 5620

Stephanie Polis 5573

Aliya Wong 5522

Amy Ericksen 5783

Kathleen Connors 5874

David Logsdon 5479

Phil Beram 5658

Jack Clark 5818

Randy Johnson 5522

Phil Beram 5658

Pete Lawson 5761

Aliya Wong 5522

Phil Beram 5658

Amy Ericksen 5783

Phil Beram 5658

Phillips Hinch 5655

Ashley Miller 5834

Phil Beram 5658

Giovanni Coratolo 5498

Jason Goldman 5949

Michael Zaneis 2475

Jason Goldman 5949

Peter Lawson 5761

Robin Conrad 5337

John Murphy 5485

John Murphy 5485

Andrew Howell 3100

Jessica Áltschul 5433

Marc Freedman 5522

Thomas Myers 5804

Michael Formica 5740

Karen Elzey 5525

Angelo Amador 5422

Phil Beram 5658

Marc Freedman 5522

Cathy Healy 5525

Jacque Johnson 5525

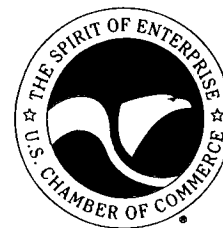
John Murphy 5485

Jack Clark 5818

Phil Beram 5658

Jacque Johnson 5522

Karen Elzey 5525



CHAMBER OF COMMERCE OF THE UNITED STATES
1615 H Street, N.W.
Washington, D.C. 20062-2000
www.uschamber.com

USCC 54487

EXHIBIT 4

MEETING DATE: March 7, 2007 – 2:30 P.M.

MEMORANDUM TO: MERYL HICKMAN

FROM: ALEC JEFFRIES

RE: MEETING W/ COLIN CAMPBELL, Chairman and President

COLONIAL WILLIAMSBURG COMPANY
Goodwin Building
Williamsburg, VA 23187
Phone: 757-220-7201
Website: www.cwf.org

Note: The Colonial Williamsburg Foundation is the ultimate parent company of Colonial Williamsburg Company (Colonial Williamsburg).

REVENUE:

- \$57.3 million/year (est.) – Private Company
 - The Colonial Williamsburg Foundation, Not-for-profit (educational institution)

COMPANY OPERATIONS:

- Colonial Williamsburg is headquartered in Williamsburg, VA.

INDUSTRY:

- Hospitality
 - Cultural Institutions (primary)

ISSUES:

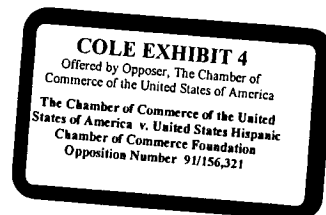
See attached analysis from Alec Jeffries.

MEMBERSHIP:

Not members, no membership history.

THE COLONIAL WILLIAMSBURG FOUNDATION BACKGROUND:

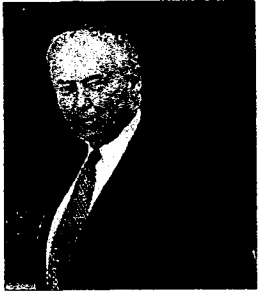
- The Colonial Williamsburg Foundation is responsible for the restoration, preservation, and interpretation of 18th-century Williamsburg, Virginia. Williamsburg served as the colony's capital from 1699 to 1780. In addition to maintaining a 301-acre living history museum, the foundation engages in historical research, publishes scholarly and popular works, and produces educational films and recordings. Preservation efforts at Williamsburg were launched by the Rev. Dr. W. A. R. Goodwin and John D. Rockefeller Jr. in 1926. The foundation was established in 1928.



Colonial Williamsburg Company

- **August 29, 2006 - Colonial Williamsburg Foundation Issues 2005 Annual Report** - The Colonial Williamsburg Foundation released its 2005 annual report detailing record-setting fundraising, new innovative programming and the imminent completion of a five-year \$220M investment in facilities. Published as a special issue of the Foundation's journal, Colonial Williamsburg, the report also highlights new technology and educational initiatives that are expanding and enhancing the living history experience. (See attached report)

EXECUTIVE INFORMATION



Colin Campbell
Chairman and President

Campbell joined Colonial Williamsburg's Board of Trustees in 1989 and became its chairman in 1998. He assumed the additional responsibilities of President in 2000. Previously he served as President of the Rockefeller Brothers Fund from 1988-2000, following 18 years as president of Wesleyan University in Connecticut. He is a trustee of the New-York Historical Society and immediate past chairman of PBS.

LOCAL/STATE CHAMBER INFORMATION:

Colonial Williamsburg is a member of the Greater Williamsburg Chamber and Tourism Alliance (Lapsed Chamber Member). Dick Schreiber is President of this chamber.

Colonial Williamsburg is a member of the Virginia Chamber of Commerce (Chamber Member). Hugh Keogh is President of this chamber.

ASSOCIATIONS:

Colonial Williamsburg is a member of the International Partnerships among Museums (IPAM) and the American Association for State and Local History.

POLITICAL AFFILIATIONS

See attached for Colonial Williamsburg's Congressional reps, donations to candidates and information on Chamber Meet & Greets and fundraising events for candidates.

CORPORATE CHAMBER MEMBERS IN THE STATE OF VIRGINIA:

- Advance Auto Parts
- Airbus North America Holdings, Inc. (PAG)
- Assessment, Strategy And Tactics
- Atlantic Dominion Distributors
- AvalonBay Communities, Inc.
- Best Sedan Service
- Booz Allen Hamilton, Inc.
- Capital One Financial Corporation
- Capitol Catering, Inc.
- Capitol Representation
- Capitol Services, Inc.
- CarMax, Inc.
- Cherokee Information Services***
- CLMS, LLC
- Computer Sciences Corporation
- Core Communications
- Design Cuisine
- Dominion Resources, Inc. (PAG)
- EADS North America (PAG)
- Freddie Mac (PAG)
- Gannett Company, Inc.
- Hunton & Williams
- I B A Irving Burton Associates, Inc.***
- Interbake Foods, Inc.
- J.R.'s Stockyards Inn (BD)
- JLB Floral, Inc
- Kaeser Compressors Inc.
- Kiariz Coffee Source
- Klockner-Pentaplast of America, Inc.
- LandAmerica Financial Group, Inc.
- MacNair Travel Management
- Markel Corporation
- McGuireWoods LLP
- Media General, Inc.
- MediCorp Health System
- MorganFranklin Corp.***
- Norfolk Southern Corporation (PAG, BD)
- NVR, Inc.
- Organizational Strategies
- Performance Food Group Company
- R & R Catering
- RCN Corporation
- Robbins-Gioia, LLC
- Rolls-Royce North America, Inc. (PAG, BD)
- RSVP Catering
- Russell Mueller
- SICPA Securink
- Solers, Inc.***
- Sprint Nextel Corporation (PAG)
- SRA International, Inc.
- Sunrise Senior Living, Inc. (BD)
- System Planning Corporation
- Telcom Ventures, L.L.C. (PAG)
- TerreStar Networks, Inc.
- The Allied Defense Group
- The Boeing Company (PAG)
- The Robertson Foundation (BD)
- The Wexford Group International***
- Tredegar Corporation
- Trimble Mobile Solutions
- Ulman Public Policy & Federal Relations
- Universal Corporation
- Venable Institutional Labor Advisors, LLC
- Watson Wyatt Worldwide, Inc.
- Wilson Trucking Corporation
- Windows Catering Company

Friends of Business Endorsements (House):

Jo Ann Davis (VA-01)
Thelma Drake (VA-02)
Randy Forbes (VA-04)
Virgil Goode (VA-05)
Bob Goodlatte (VA-06)
Eric Cantor (VA-07)
Frank Wolf (VA-10)
Tom Davis (VA-11)

Political Contributions:

Contributor	Occupation	Date	Amount	Recipient
CAMPBELL, COLIN G WILLIAMSBURG, VA 23185	COLONIAL WILLIAMSBURG FOUNDATION/PR	11/29/2005	\$1,000	Forward Together PAC
CAMPBELL, COLIN G WILLIAMSBURG, VA 23185	COLONIAL WILLIAMSBURG FOUNDATION/PR	5/8/2006	\$1,000	Forward Together PAC

2005 Annual Report: Message from the President

August 29, 2006 - Colonial Williamsburg Press

Setting the stage describes how my Colonial Williamsburg colleagues and I spent 2005. From Historic Area programming to educational outreach, from hospitality operations to museums and collections, from fundraising to financial management, Colonial Williamsburg moved toward the end of a time of transition, and began to lift the curtain on a period in which our plans will be realized, and, I believe, embraced.

The most visible example of that advance was the translation of Colonial Williamsburg's Education for Citizenship initiative into planning for a dramatic interpretive program we titled the Revolutionary City. The scenes—depicting life in Williamsburg from 1774, as the Revolution began, to 1781, when the nation secured independence—portray the importance of the individual's participation in republican government. Written to engage visitors of all ages and performed in an area protected from 21st-century distractions, the scenes inspire and entertain while they educate. They link to programming taking place throughout the restored town. While in the Revolutionary City actor-interpreters and participants at the Capitol are debating war, at the Governor's Palace Lord Dunmore is condemning "those Revolutionaries," and the next day George Washington is at his Wythe House headquarters planning to humble Lord Cornwallis at Yorktown. Premiering in the spring of 2006, the Revolutionary City raises the curtain on a livelier Colonial Williamsburg not only for today but through the 2007 celebrations of the landing at Jamestown and America's 400th Anniversary, and beyond.

BUILDING ON THE MOMENTUM of the year ahead is how Colonial Williamsburg will secure the audiences of its future, and showcase the importance of our educational outreach endeavors. Education is central to an institution that takes for its motto "That the future may learn from the past." For years, we have been engaged in conversations about Education for Citizenship and preparing the stage to realize the potential of that theme on-site and off. Initiatives include development of a citizenship-focused website, expansion of our work with schools—with a particular focus on secondary education—and introduction of revolutionary methods of teaching.

In 2005, we broadcast seven Electronic Field Trips to millions of students in the nation's classrooms, our Teacher Institute grew to 23 weeks of on-site instruction to more than 500 teachers, and the number of our off-site teacher workshops rose significantly as well.

Our Internet-based presentations, including websites and electronic field trips, attracted 11.5 million visits. About 90,000 people a month downloaded our audio files and podcasts—behind-the-scenes interviews inaugurated in 2005. Embracing the digital age further, we prepared three Historic Area audio tours—on colonial architecture, on the sounds of the Revolution, and orientation—to be enjoyed by guests beginning in 2006. More will be added—focusing on collections for example—setting the stage for guests to more easily explore individual interests.

California schools adopted our next-generation teaching materials for their history-social studies curriculum. We developed these materials in partnership with Pearson Scott Foresman, the nation's largest publisher of elementary school textbooks. Once completed, we recognized the possibilities of addressing secondary schools and are developing a digitally delivered history curriculum relevant to the citizenship experiences of these students, many of whom reach the "legal" age of citizenship toward the end of their high school experience.

ON STAGE IN VIRGINIA, work on the Williamsburg Lodge and Conference Center, a fitness center, and spa—the final stages of a five-year, \$220 million program of facilities improvements—advanced toward a late-2006 conclusion. We are eagerly anticipating the reopening of the Lodge, the economic engine of



Foundation President Colin Campbell, who serves as Vice Chairman of the Jamestown 2007 steering committee; Williamsburg Mayor Jeanne Zeidler, Executive Director, Jamestown 2007; and Virginia Governor-elect Tim Kaine participate in the planting of America's Anniversary Garden at Jamestown. Colonial Williamsburg is a Founding Colony Sponsor of the Jamestown 2007 Commemoration.

EXHIBIT 5

OF COMMERCE

MEMBERS-ONLY YOUR EXCLUSIVE



Fighting for Your Business

COLE EXHIBIT 5

Offered by Opposer, The Chamber of
Commerce of the United States of America
The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation
Opposition Number 91/156,321

USCC 54520

BE PART OF THE POWERHOUSE



"It's time for **business** to stop apologizing for being the one thing in this country that **really works**."

— Tom Donohue, president and CEO
U.S. Chamber of Commerce



FOR AMERICAN BUSINESS



Bruce Josten (c.), executive vice president for Government Affairs at the U.S. Chamber of Commerce, delivers powerful testimony on issues affecting our business members. Senate Majority Leader Bill Frist (R-TN)(l.), and Sen. John McCain (R-AZ) look on.

WELCOME

You made a smart decision and a sound investment when you joined the U.S. Chamber of Commerce.

Here's your guide to making the most of your member benefits:

- ★ **ADVOCACY**—Protect your business from government interference.
- ★ **RESOURCES**—Access information on important business issues.
- ★ **ACTIVISM**—Get involved in the political process.
- ★ **LEADERSHIP**—Help shape the Chamber's political agenda.
- ★ **SAVINGS**—Save on business essentials.

Thank you for joining the Chamber and for supporting the fight for free enterprise.

It's good for **business**,
good for the **country**, and
—most importantly—good for you.

USCC 54522

BENEFIT FROM OUR LOBBYING

WE WIN

3 out of 4 times!



It takes **thousands of members** for the Chamber to achieve this kind of success. Read on to learn how you can **help us protect your interests**.

The U.S. Chamber fights to protect your interests before Congress, the White House, regulatory agencies, the courts, the court of public opinion, and governments around the world.

As a member, you have:

- ★ **46 lobbyists** fighting on your side.
- ★ **50+ issue managers** who understand how complex legislation and regulations impact you.
- ★ **The Institute for Legal Reform's (ILR's)** efforts to reduce excessive and frivolous litigation.
- ★ **The National Chamber Litigation Center's (NCLC's)** efforts to protect business interests in the courts.

The Chamber battles bureaucratic paperwork, lawsuits, unreasonable labor demands, and excessive environmental regulations.

It pays to fight for what's right.

U.S. Chamber advocacy benefits your bottom line.

USCC 54523

STRENGTH

A D V O C A C Y



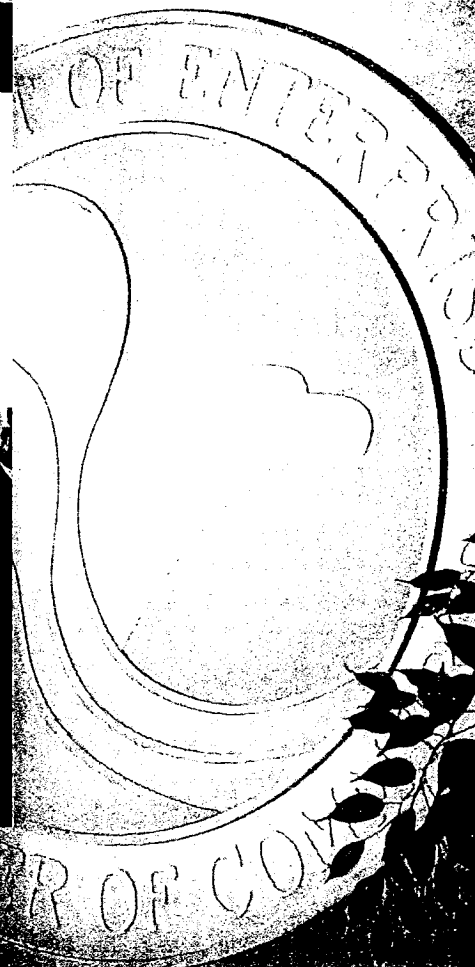
Lisa Rickard, president of the U.S. Chamber Institute for Legal Reform, fights for a fairer legal system for business.

Let's Get America Moving Again!

ATM
Americans
Transport
Mo

We pledge to support the investment America needs to ensure a strong transportation system!

**Americans FOR
Transportation
Mobility**
Let's Get America Moving Again!



USCC 54524

U.S. Chamber of Commerce 800-638-6682

TAP INTO VALUABLE RESOURCES



Member Resources:

uschamber.com—Web site with special members-only sections—your source for information on member benefits, upcoming events, and international news. More than 10,000 pages of business tools, updated often, with valuable tips to help you run and expand your business.

uschamber.com—a comprehensive monthly print publication with an engaging, informative mix of news, features, and how-to material on issues critical to your business. Automatically mailed to you. Back issues available online.

uschamber.com Weekly—e-mail featuring commentary from Chamber President and CEO Tom Donohue, the latest economic statistics and trends, news specific to your area of the country, and small business tips and tools. Automatically e-mailed to you.

Issue Hot Line—your source for the latest on pending legislation. Provides access to experts on the environment, workforce education and training, taxes, international trade, communications, litigation, regulations, and more.

Publications:

At special members-only discounted prices

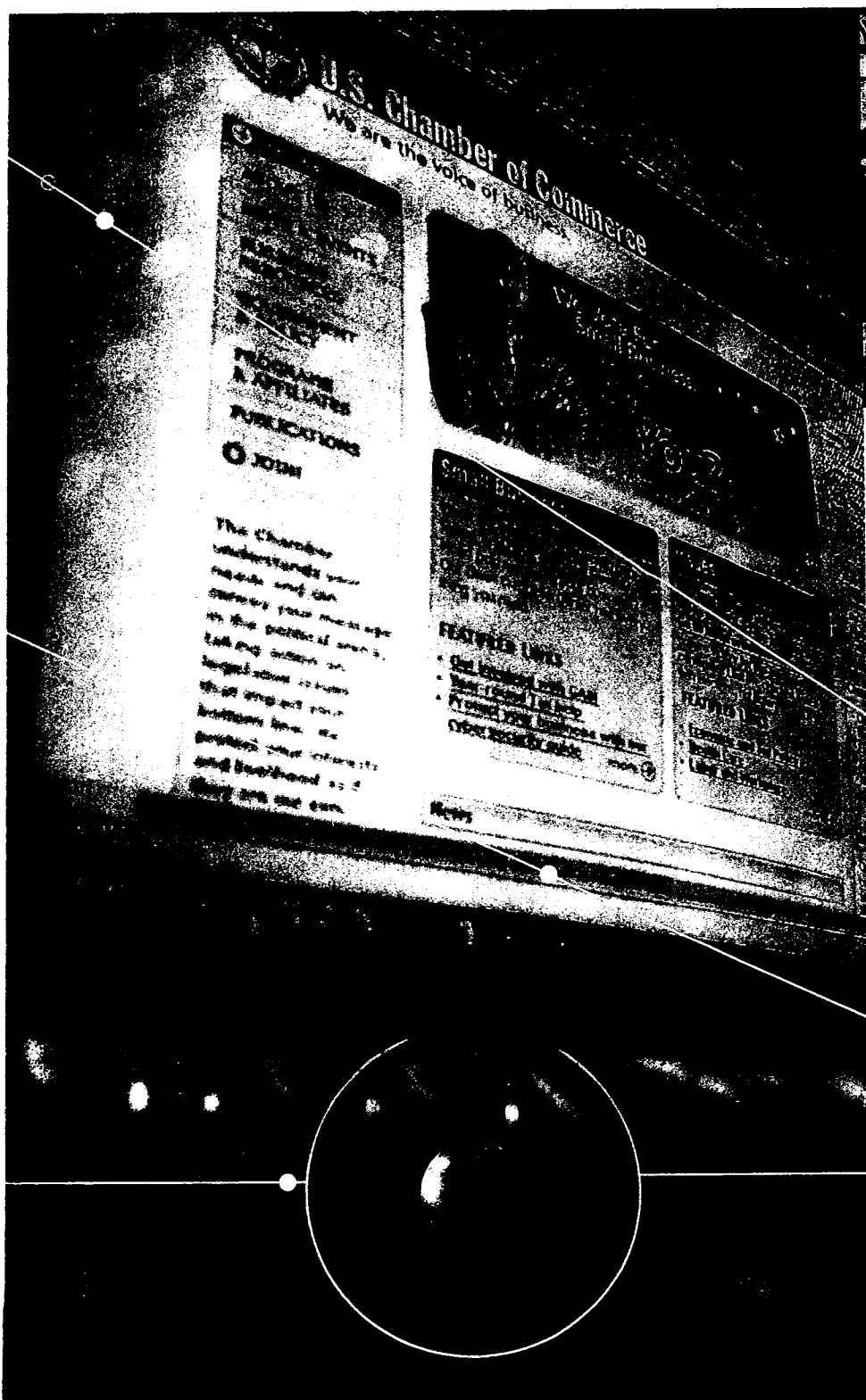
Analysis of Workers' Compensation Laws—a comparative summary of workers' compensation laws, legislation, and rates throughout the United States and Canadian territories.

Employee Benefits Study—a report of employer costs for more than 30 different employee benefits—including medical, retirement, and paid time off—to help you evaluate your company's benefits package.

How They Voted—the annual U.S. Chamber publication that scores how members of Congress voted on key business issues.

For a complete list of publications, visit www.uschamber.com or call Member Services at 800-638-6582.

USCC 54525



Events

We host **thousands of events** each year. If you can't visit us in DC, some events are held regionally—and many are available on our Web site through **ChamberCast**.

Discover why trade is beneficial and how to engage in trade through our **TradeRoots®** events held around the country.

America's Small Business Summit, hosted biannually by the U.S. Chamber, addresses issues important to business owners and features some of the nation's biggest names in business, politics, and policy.

Our **Policy Insiders** series brings speakers to the U.S. Chamber to address leaders of the business community. Recently featured speakers include Senate Majority Leader Bill Frist and White House Chief of Staff Andrew Card.

For details and event schedules, visit www.uschamber.com.

LET YOUR VOICE BE HEARD

TAKE ACTION
on the issues that
you choose.



Want to **speak out about a particular issue?**
VoteForBusiness is your answer.

VoteForBusiness provides you with a larger voice in the political process because your efforts are combined with a **national network of politically active business owners.**

What you receive:

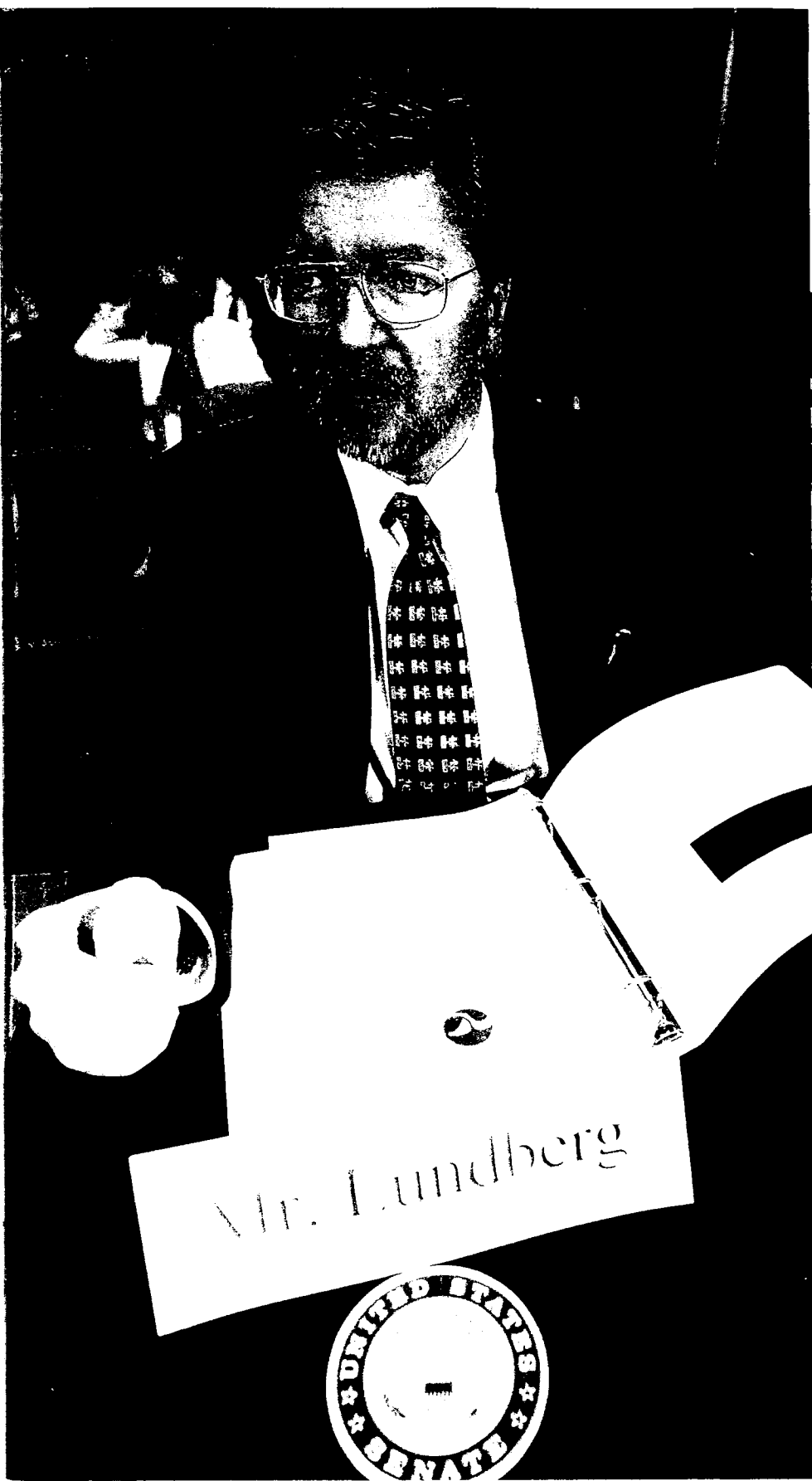
- ★ Personalized information and action **alerts on the issues that you select**
- ★ **An easy way to communicate your position** to members of Congress when an issue matters to your business
- ★ **Connections to political leaders** through Town Hall meetings, issue forums, and more

It's easy!

- ★ **Sign up** to receive faxes or e-mails on only the issues that you care about.
- ★ **Receive** background information, Issue Updates, and an Action Call when you need to take action.
- ★ **Take action** easily with online personalized letters ready to send to your representatives or modified to include your own comments. If you don't have Internet access, we'll even patch your phone call directly to your members' office.
- ★ **Stay current** on the progress of your efforts through Vote Watch.

You can make a difference.

USCC 54527



Rolf Lundberg, senior vice president of Congressional and Public Affairs, testifies on issues of critical importance to our members.



Sean Heather, executive director of Congressional Affairs, explains our Get-Out-the-Vote efforts, which help business members encourage their employees to register to vote.

A C T I V I S M

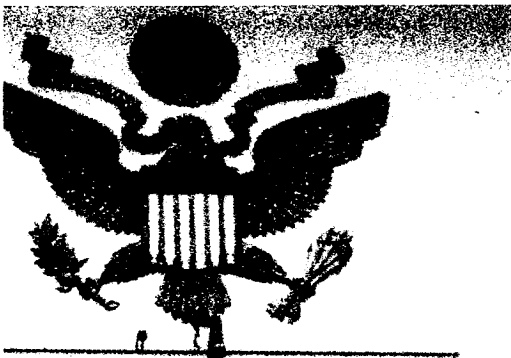
Sign up today!

- ★ Visit www.vote4business.com
- ★ Call 800-638-6582

① Call Member Services at 800-638-6582.

USCC 54528

HOW TO GET INVOLVED



Houston Williams, CEO of PNS Communications and U.S. Chamber member, provides testimony to Congress.

The Chamber's Business Advisory Councils program arranges for members of Congress to meet with their business constituents while at home in their districts. These informal meetings are a great way for you to voice your legislative and regulatory concerns. To attend a meeting scheduled in your district, call 202-463-5685.

The Small Business Council formulates small business policies for the Chamber. The council assists small business members in creating effective grassroots actions and strategies on legislative, regulatory, and international initiatives. Participation may be available to those small business owners with the resources and time to undertake a more involved commitment in the political process. Call 800-638-6582 to learn more.

U.S. Chamber Committees give Chamber members an opportunity to apply for consideration to serve on policy committees, councils, and task forces that make recommendations to the board of directors.

Regional Offices coordinate our business grassroots resources and bring their message to Capitol Hill. Winning on Capitol Hill is all about being heard. Seven regional offices and our DC headquarters work every day to ensure that the voice of business gets to Washington in time to affect key votes. To increase your involvement in the political process, contact your Regional Office.

Eastern: 401-831-8885

Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont, West Virginia

Great Lakes: 312-983-7120

Illinois, Indiana, Kentucky, Michigan, Ohio, Pennsylvania

Midwest: 952-832-9151

Iowa, Minnesota, Nebraska, North Dakota, South Dakota, Wisconsin

Northwest: 425-774-8094

Alaska, Idaho, Oregon, Washington state, Montana, Wyoming

Southeastern: 770-951-8864 or 770-951-9866

Alabama, Florida, Georgia, North Carolina, South Carolina, Tennessee, Virginia, Mississippi

South Central and Southwest: 972-387-1099, ext. 4282 or 4252

Arkansas, Kansas, Louisiana, Missouri, Oklahoma, Texas, Colorado, New Mexico

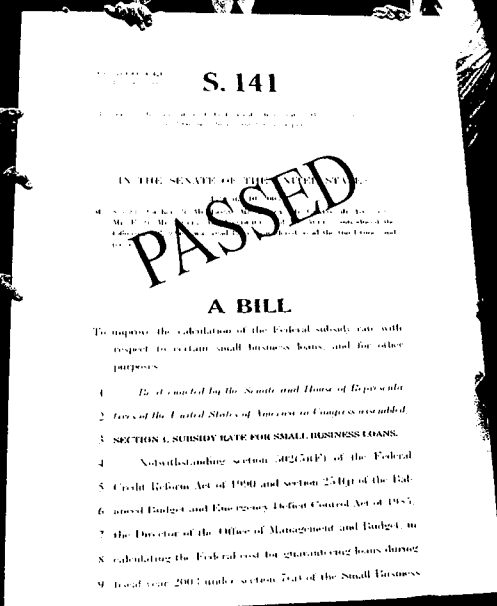
Western: 818-884-0702

California, Arizona, Utah, Nevada, Hawaii

Headquarters: 202-463-5862

Washington, DC

USCC 54529



House Small Business Committee Chairman Don Manzullo (c.); Giovanni Coratolo (c.r.), executive director, U.S. Chamber Small Business Council; and members of the U.S. Chamber's Small Business Council celebrate the passage of S. 141, which restored \$6 billion in guaranteed small business loans.

"Decisions made in our nation's capital affect our ability to open the doors of our businesses every single day. Small business owners do not have the time or the resources needed to stay on top of each and every issue.

"That's the beauty of membership in the U.S. Chamber of Commerce. We can **rest assured** that **our best interests are protected** in DC while we concentrate on doing what we do best: running our businesses."

— Maura W. Donahue
President, DonahueFavret Contractors
Holding Company
Immediate Past Chair and
Chair of the Executive Committee,
U.S. Chamber Board of Directors
Former Chair, Small Business Council
Member since 1999

USCC 54530

① Call Member Services at 800-638-6582.

TAKE ADVANTAGE OF MEMBER

The **SAVINGS** could easily pay for your membership—and then some!



The U.S. Chamber has teamed up with many business organizations **to help protect your business, save you money, and recruit quality employees.**

Membership gives you access to a variety of programs:

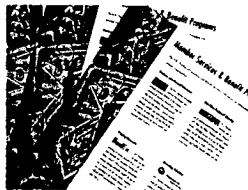
- ★ Business and personal insurance products **tailored to your needs**
- ★ Valuable discounts to help you **reduce your shipping costs**
- ★ **Access to quality job seekers** through a leading recruitment resource

USCC 54531

BENEFITS

Keep up to date with your membership benefits:

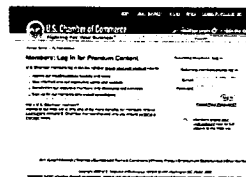
Check out the insert located in the back pocket.



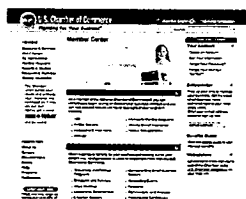
Look for benefits information in your monthly **uschamber.com** newsletter.



Log on to the U.S. Chamber membership page: **www.uschamber.com/member**.



Read your monthly **benefit update** via e-mail.



Call one of our Member Services representatives at **800-638-6582**.



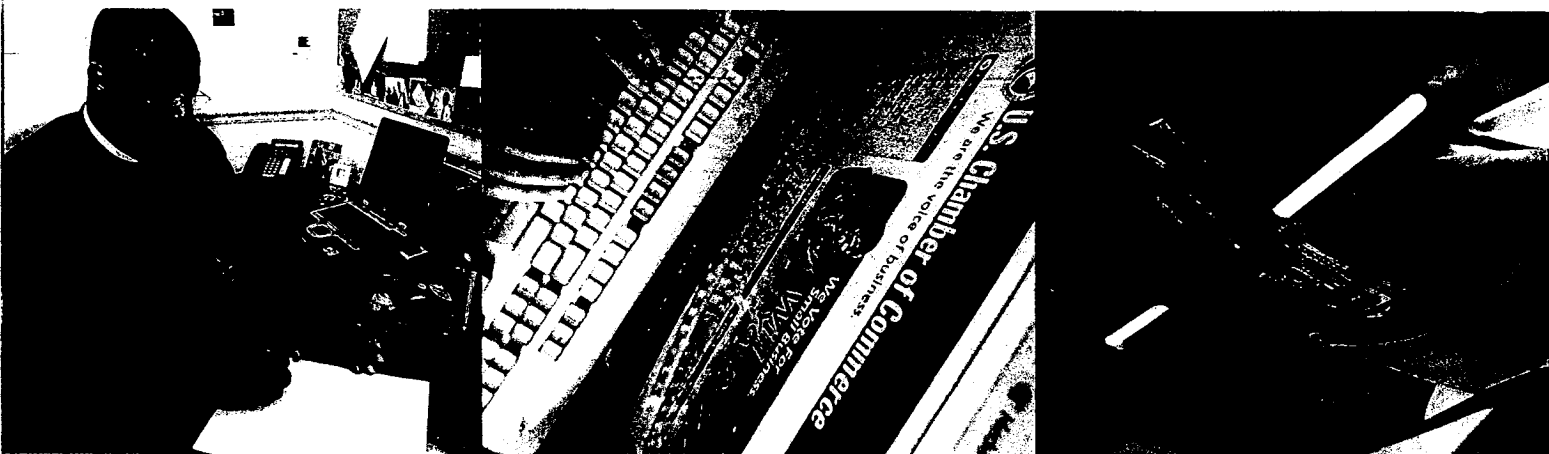
See what a **CURRENT MEMBER** has to say about one partner program, Yellow's Standard Ground LTL service:

"We recently **received a 56% discount** with Yellow Transportation based on our **U.S. Chamber of Commerce membership**. ... We have not only improved our distribution and shipping business, but we will also use Yellow's services even more! **Thanks for partnering with the U.S. Chamber of Commerce to help small businesses like ours succeed.**"

— Rob Butler
Vice President of Operations,
Kelly & Hayes Electrical Supply

S
A
V
I
N
G
S

MAKE THE MOST OF YOUR MEMBERSHIP



Get involved as much as you want

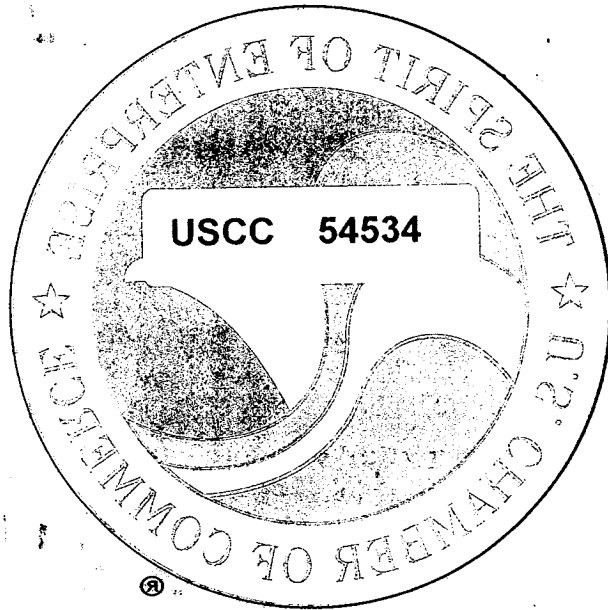
Tap into online, print, and event **resources**

Save money on everyday business needs

Again, **thank you** for joining and supporting the U.S. Chamber of Commerce. You can count on us to keep supporting you. And remember that no one:

- ★ Understands better your need to make the most of every dollar.
- ★ Works more diligently to keep you up to date about issues that impact your bottom line.
- ★ Fights harder for you when government makes decisions that affect your livelihood.

USCC 54533



MEMBER



Member Services & Benefit Programs

The U.S. Chamber of Commerce provides its members with resources, information and savings opportunities.*

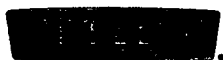
Shipping Discounts



U.S. Chamber members can take advantage of

valuable discounts of up to 20% on select domestic and international shipping with FedEx Express® and on economical, date-definite package shipping with FedEx Ground®. To sign up for an account or to link your existing account to take advantage of the chamber discounts, call 800-345-6227 and reference U.S. Chamber code 150-15.

Less-Than-Truckload Shipping



U.S. Chamber members save 56%

on all qualifying less-than-truckload (LTL) shipments with Yellow. Use Yellow's Standard Ground™, Global, Volume and Exhibit services for all your LTL shipping needs. Just call 800-293-0414 and have your membership number ready to enroll, or visit <http://www.uschamber.com/member/benefits/yellow>, and start saving today!

Recruiting Solutions



monster[®]
today's the day[™]

U.S. Chamber members receive a FREE, one-time, single job posting plus up to 30% off additional product purchases on Monster.com. Monster is the leading global online careers and recruitment resource connecting quality job seekers at all levels with leading employers across all industries. To learn more about exclusive discounts for Chamber members go to www.uschamber.com/member/benefits/monster or call 877-870-2158.

U.S. Chamber Communications

uschamber.com: The Chamber's on-line resource is cutting edge, interactive, and business friendly. Better yet, it's geared to the unique challenges of business owners, putting an encyclopedia of how-to info at the fingertips of U.S. Chamber members.

uschamber.com Magazine: For quick and easy-to-read information about Washington politics, federal legislation, and the latest economic news, look no further than the U.S. Chamber's flagship publication. A once-a-month extravaganza, it's the only business publication a go-getting entrepreneur really needs. For more information visit www.uschamber.com/member/benefits/publication.htm.

uschamber.com Weekly: This on-line weekly newsletter delivers all the latest business news only via e-mail. Articles are short, up-to-date, and come with helpful links to the Web. Please visit www.uschamber.com/weekly to sign up.

U.S. Chamber Publications

Save as much as 50% on special Chamber publications and survey reports such as the *Employee Benefits Study* and *Analysis of Workers' Compensation Laws*. For more information call 202-463-5381 or contact ebstudy@uschamber.com.

* Please have a member ID ready to gain access to these benefits. To obtain your member ID number, please call our Member Services representatives at 800-638-6582.

For additional information on these discounts and programs call our Member Services representatives at 800-638-6582 or visit our Web site at www.chamber.com/member/benefits.

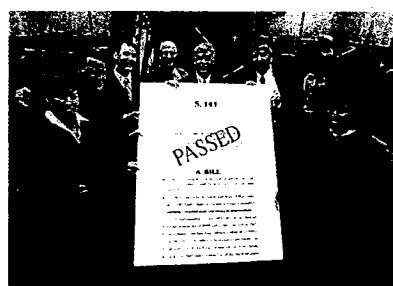


VoteForBusiness

U.S. Chamber of Commerce

U.S. Chamber's VoteForBusiness Grassroots Team (VFB-GT)

- ☆ Receive personalized information on issues you want to track.
- ☆ Educate legislators about issues important to your business.
- ☆ Build relationships with key office holders.



VFB-GT is a national network of politically active business owners, making the voice of business heard in Washington, D.C.

VFB-GT serves to educate members and pro-business allies about the importance they play in the political process, and ensure that decision makers understand the important issues and the impact their actions have on the business community. Sign up now and make a difference!

You will receive a fax or e-mail explaining bills that have been introduced, how they will affect your business, and what you can do to impact the issue's outcome.

When concerned about a particular issue, you can contact your legislators using the e-Advocates Action Center (www.VoteForBusiness.com) or the toll-free Legislative Hotline (866-346-VOTE).

Toll-Free Legislative Hotline—
866-346-VOTE (8683)—Our hotline allows you to call your legislators simply by entering your zip code and a PIN.

E-Advocates Action Center—

www.VoteForBusiness.com—
Learn about current issues and electronically fax your members of Congress a pre-written letter, or send your own comments with a single click of your mouse. From this site, you'll be able to learn more about, and donate to the U.S. Chamber's Political Action Committee, USChamberPAC. You can also access a wide range of Campaigns and Elections items, including voter registration forms, absentee ballot requests, candidate comparisons, scorecards, and much more.

For more information, please contact us at: USCC 54537

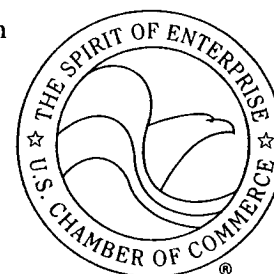
① 202-463-5604 ☎ VFB@uschamber.com

U.S. CHAMBER STAFF SPECIALIST DIRECTORY

U.S. CHAMBER OF COMMERCE | SPECIALISTS IN LEGISLATIVE AND REGULATORY ISSUES

The U.S. Chamber of Commerce provides its members with a voice of experience and influence in Washington, D.C., and around the globe. Listed below is the Chamber's team of issue experts—policy specialists, lobbyists, and lawyers. These people spend their days on Capitol Hill and in the courts lobbying on legislative and regulatory issues on behalf of small business.

Visit the Chamber's Web site, www.uschamber.com/sb/member/leg_agenda.htm, for our current legislative agenda. For information on the Chamber's recent victories, please visit www.uschamber.com/sb/member/victories.



Subject	Staff	Phone*	Subject	Staff	Phone*
A					
Aerospace	David Logsdon		Chile—U.S. Trade	John Murphy	
African Policy	Daeman Harris		China—U.S. Trade	Myron Brilliant	
Agriculture	Thomas Myers		Civil Rights/EEOC	Michael Eastman	
Air Resources Management	Michael Formica			Randy Johnson	
Alternative Minimum Tax	Phil Beram		Clean Air	Michael Formica	
	Phillips Hinch		Clean Water	Michael Formica	
Americans with Disabilities Act	Randy Johnson		Comission on Capital Markets	Andrew Persson	
	Marc Freedman		Compensatory Time	Jack Clark	
Antidumping	John Leyden			Michael Eastman	
Antitrust	Chris Braddock		Counterfeiting	Randy Johnson	
	Amar Sarwal			Brad Huther	
Arbitration	Randy Johnson			Michele Lopez	
Asbestos Litigation	Robin Conrad		Cuba	Mike Zaneis	
	Peter Lawson		Cyber Security	John Murphy	
East Asian Policy	Myron Brilliant			Ann Beauchesne	
Australian—U.S. FTA	Kathleen Connors				
Appropriations	Tim Maney				
B			D		
Balanced Budget Amendment	Martin Regalia		DR CAFTA	John Murphy	
Banking	Peter Lawson		Data Quality	Thomas Myers	
Bankruptcy	Peter Lawson		Davis-Bacon Repeal	Jack Clark	
"Beck" Rights	Randy Johnson			Marc Freedman	
Biotechnology	Walter Shaub		Defense Appropriations	Randy Johnson	
Blacklisting	Randy Johnson		Defense Contracting	Chris Braddock	
Border Security	Ann Beauchesne			Chris Braddock	
	Angelo Amador				
	Andrew Howell				
Budget — Federal	Martin Regalia				
	Tim Maney				
Business Activity Tax	Phil Beram				
Broadband	Jason Goldman				
C			E		
Campaign Finance Reform	Bill Miller		E-Commerce	Jason Goldman	
Capital Gains Tax	Phil Beram			Mike Zaneis	
	Phillips Hinch		Economic Policy	Martin Regalia	
Capital Markets	David Chavern		Economic Sanctions	Tom Mouhsian	
Central America/Caribbean Policy	John Murphy		Education	Jacque Johnson	
Chemical Use	Ron Eidshaug			Karen Elzey	
	Walter Shaub		Election/Campaign Reform	Bill Miller	
			Electricity Industry Restructuring	Bill Kovacs	
			Employee Benefits	Katie Mahoney	
				Aliya Wong	
			Employee Classification	Phil Beram	
			Endangered Species Act	Michael Formica	
			Energy Resources	Amy Ericksen	
			Enterprise Zones	Martin Regalia	
			Entitlement Reform	Martin Regalia	

USCC 54539

Environmental Auditing
Environmental Justice
Env. Remediation Costs Deductibility
Ergonomics

Essential Workers

Estate and Gift Taxes

Eurasian Policy
European Policy
Expensing of Equipment
Export Controls
Export Promotion Policy

F

Fair Labor Standards Act

Family/Medical Leave Act

Farm Programs
Federal Prison Industries

Federal Training & Employment System
Financial Services
Food Labeling Uniformity

Food Safety
Foreign Market Access
Foreign Tax Provisions
Foreign Workers
Free Trade Area of the Americas

Free Trade Agreements

— Australia

— CAFTA

— Chile

— Middle East

— Morocco

— Singapore

— Southern Africa

— Thailand

Thomas Myers
Thomas Myers
Phil Beram
Jack Clark
Marc Freedman
Randy Johnson
Angelo Amador
Randy Johnson
Phil Beram
Phillips Hinch
Martin Regalia
Gary Litman
Gary Litman
Phil Beram
Jack Morton
John Leyden

Michael Eastman
Jack Clark
Randy Johnson
Michael Eastman
Randy Johnson
Amy Ericksen
Tim Maney
Chris Braddock
Karen Elzey
Peter Lawson
Stephen Kraly
Amy Ericksen
Amy Ericksen
Myron Brilliant
Phil Beram
Angelo Amador
John Murphy
Mark Smith
Nicole Venable
Kathleen Connors
John Murphy
John Murphy
Daeman Harris
Daeman Harris
Kathleen Connors
Daeman Harris
Kathleen Connors

G

Genetic Discrimination

Genetically Modified Organisms (GMOs)
Global Forum Shopping
Global Warming
Government Contracting
Government Performance & Results Act
Governor Outreach
Guard and Reserve Mobilization

Michael Eastman
Marc Freedman
Thomas Myers
Robin Conrad
Walter Shaub
Chris Braddock
Chris Braddock
Stephen Kraly
Jack Morton

H

H1-B Visas
Hazardous Waste Management
Health Care

Homeland Security

Home Office Deduction

I

Immigration

Import Remedies
Income Tax Reform

Indpt. Contractor/Emp. Classification
Individual Retirement Accounts (IRAs)

Information Access
Infrastructure/Transportation
Intellectual Property — Counterfeiting
Piracy Initiative
Intellectual Property — Patent Rights

Intellectual Property — International
Intermodal Transportation
Internet
Internet Tax

International Environment
International Labor
International Investment
International Policy
International Regulatory Issues
International Trade

J

Job Training

L

Labor

Labor Law Reform
Latin America Policy

Legal Affairs
Legal Reform
Legal Reform Litigation

Angelo Amador
Michael Formica
Katie Mahoney
Katie Strong
Ann Beauchesne
Andrew Howell
Stephanie Polis
Phil Beram

Angelo Amador
Randy Johnson
Stephanie Polis
Jack Clark
Martin Regalia
Phillips Hinch
Phil Beram
Phil Beram
Phillips Hinch
Thomas Myers

Michelle Lopez
Michael Zaneis
Myron Brilliant
Jason Goldman
Michelle Lopez
Myron Brilliant

Michael Zaneis
Phil Beram
Martin Regalia
Mike Zaneis
Bill Kovacs
Mike Eastman
John Murphy
John Murphy
Gary Litman
Nicole Venable

Jacque Johnson
Jan Magill
Jack Clark

Randy Johnson
Jack Clark
Marc Freedman
John Murphy
Mark Smith
Robin Conrad
Matt Webb
Robin Conrad

M

Medicare Reform

Mexican Immigration

Minerals

Monetary Policy

Minimum Wage

Medical Liability Reform

Middle East Policy

N

NAFTA

National Labor Relations Act

Natural Resources

Network Security

Nuclear Energy

O

Online Privacy

OSHA

P

Paid Leave

Paperwork Reduction

Pension Reform

Pensions and Disability

Prescription Drugs

Privacy — Consumer

Privacy — Financial

Privacy — Medical

Privatization

Procurement/Acquisition Reform

Product Liability

Property Rights

Punitive Damages

R

Recycling

Regulatory Affairs

RCRA

Regulatory Reform

Research & Experimentation Tax Credit

Retirement Security

Risk Assessment

Russia/Eurasia

Katie Mahoney

Katie Strong

Angelo Amador

Michael Formica

Martin Regalia

Jack Clark

Marc Freedman

Katie Strong

Daeman Harris

John Murphy

Marc Freedman

Randy Johnson

Ron Eidshaug

Jason Goldman

Amy Ericksen

Jason Goldman

Michael Zaneis

Marc Freedman

Jack Clark

Mike Eastman

Thomas Myers

Aliya Wong

Ashley Miller

Stephanie Polis

Aliya Wong

Katie Mahoney

Katie Strong

Jason Goldman

Michael Zaneis

Michael Zaneis

Katie Mahoney

Katie Strong

Chris Braddock

Chris Braddock

Peter Lawson

Thomas Myers

Robin Conrad

Bill Kovacs

Thomas Myers

Michael Formica

Thomas Myers

Phil Beram

Phillips Hinch

Aliya Wong

Thomas Myers

Gary Litman

S

SAFETY Act

Section 110

Securities Litigation

Small Business

Social Security

Solid Waste

Southeast Asia

Space Commerce

Streamlined Sales Tax

Striker Replacement

Stock Options

S-Corporation Reform

Superfund

T

Taxes

Tax Relief — Small Business

Technology

Telecommunications

Terrorism Insurance

Tobacco Regulation

Trade — Labor & Environmental Issues

Trade Remedy Laws

Transportation/Infrastructure

Transportation Security

Travel & Tourism

U

Unemployment Insurance

Unfunded Mandates

W

Water Resources Management

Welfare Reform

Western Hemisphere Travel Initiative

Work Opportunity Tax Credit

Worker's Compensation

Workplace Training

World Trade Organization

Worldwide Sourcing

Welfare-to-Work Tax Credit

Workforce Development

Andrew Howell

Angelo Amador

Robin Conrad

Giovanni Coratolo

Martin Regalia

Stephanie Polis

Aliya Wong

Michael Formica

Kathleen Connors

David Logsdon

Phil Beram

Jack Clark

Randy Johnson

Phil Beram

Pete Lawson

Aliya Wong

Phil Beram

Michael Formica

Phil Beram

Phillips Hinch

Ashley Miller

Phil Beram

Giovanni Coratolo

Jason Goldman

Michael Zaneis

Jason Goldman

Peter Lawson

Robin Conrad

John Murphy

John Murphy

Ashley Miller

Andrew Howell

Natalie Masri

Marc Freedman

Thomas Myers

Michael Formica

Karen Elzey

Angelo Amador

Phil Beram

Marc Freedman

Cathy Healy

Jacque Johnson

John Murphy

Jack Clark

Phil Beram

Jacque Johnson

Karen Elzey

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Northwest (WA)	Renee Sinclair
Southeastern (GA)	Moore Hallmark
Southwest & South Central (TX)	Pete Havel
Washington, D.C.	Bill Armstrong
Western (CA)	Dick Costner

AFFILIATED ORGANIZATIONS

Center for International Private Enterprise
Center for Workforce Preparation
Institute for Legal Reform
National Chamber Foundation
National Chamber Litigation Center

COMMUNICATIONS

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Editorial	Kevin Ganster
Marketing	Jana Cary
Web Site	Brad Peck

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Major Donor Program	Sheila Harrington
National Account Support Center	Christina Orabona

Executive Directors, Corporate Relations:

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Midwest	Fred Ulreich
Southwest	Ron Blum
Northwest	Steve Kankel

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China	Jin Ligang

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Association	J.P. Moery
Chamber of Commerce	J.P. Moery
Council on Small Business	Giovanni Coratolo
Education, Employment, and Training	Jacque Johnson
	Randy Johnson
Employee Benefits	Katie Mahoney
	Aliya Wong
Environment & Energy	Michael Formica
Food & Biotechnology	Amy Ericksen
International Policy	John Murphy
Labor Relations	Mike Eastman
	Marc Freedman
Public Affairs	Bill Miller
Regulatory Affairs	Tom Myers
Taxation	Phil Beram
Technology Policy Committee	Jason Goldman
Transportation Infrastructure	Ed Mortimer

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Europe/Eurasia Business Committee	Gary Litman
Brazil-U.S. Business Council	Mark Smith
Hong Kong-U.S. Business Council	Myron Brilliant
	Joseph Fawcner
U.S.-India Business Council	Ron Somers
U.S.-Korea Business Council	Myron Brilliant
	Sean Connell
U.S.-Pakistan Business Council	Esperanza Gomez
Space Enterprise Council	David Logsdon

SPECIAL COUNCILS & TASK FORCES

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Antitrust Council	Chris Braddock
East Asia/Pacific Subcommittee*†	Myron Brilliant
Finance & Investment Subcommittee*†	John Leyden
Homeland Security Policy Task Force	Ann Beauchesne
Intellectual Property Rights Subcommittee*†	Myron Brilliant
Middle East Subcommittee*†	Daeman Harris
Privatization & Procurement Council	Chris Braddock
South Asia Subcommittee*†	Herb Davis
Trade Laws and Agreements Subcommittee*†	John Leyden
Western Hemisphere Subcommittee*†	John Murphy

PROGRAMS AND ACTIVITIES

Association and Chamber Relations

Accreditation	Lauren Mountain
Association Membership	Ed O'Brien
Chamber Membership	Nancy McCann

Briefing Centers

Association Relations	J. P. Moery
Chamber Relations	J. P. Moery
Corporate Relations	Meredith Spradling

Business Information and Development

Affinity Partnerships	Anita Barrera
Survey Research Center	Rita Perlman

Center for Workforce Preparation

Karen Elzey

Chairman's Program

Theresa M. Brown

Corporate Development

Agnes Warfield

Customer Service

Election/Campaign Laws

Stephen Bokat

Federation Membership/Partnership

Gretchen Deo

Grassroots/Vote for Business

Chad Mitchell

Homeland Security

Andrew Howell

International Programs

East Asian Affairs*	Myron Brilliant
Association of American	Adrean Rothkopf
Chambers of Commerce of Latin America (AACCLA)	
Eurasian Affairs*	Gary Litman
European Affairs/Middle East*	Gary Litman
Latin American Affairs*	John Murphy
South Asia/African Affairs*	Herb Davis

Daeman Harris

Labor & Employment Litigation

Ellen Bryant

Meetings & Corporate Programs

Clint Wheeler

National Account Program

Christine Orabona

Small Business Council

Giovanni Coratolo

Statistics and Research Center

Rita Perlman

Survey Center

Rita Perlman

TradeRoots

Renee Carter

U.S. Chamber Plan for Retirement from SunAmerica

*Includes American Chambers of Commerce Abroad

U.S. CHAMBER OFFICERS

Stan Anderson	Senior Counsel to the President
Anita Barrera	Vice President, Business Information & Development
Stephen Bokat	Senior Vice President and General Counsel
Myron Brilliant	Vice President, <i>East Asia</i>
David Chavern	Vice President and Chief of Staff
Daniel Christman	Senior Vice President, <i>International Affairs</i>
Suzanne Clark	Executive Vice President and Chief Operating Officer
Pat Cole	VP, <i>Business Services</i>
Robin Conrad	Senior Vice President, <i>N.C.L.C.</i>
Herb Davis	Vice President, <i>South Asia, Middle East & Africa</i>
Shannon DiBari	Vice President, <i>Human Resources</i>
Ron Dickinson	Vice President, <i>Sales Operation</i>
Thomas Donohue	President & CEO
Carl Grant	Senior Vice President, Executive Counselor to the President, and Chairman, <i>President's Advisory Group</i>
Stan Harrell	CFO, CIO and Senior Vice President, <i>Finance</i>
Sheila Harrington	Vice President, <i>Development</i>
Andrew Howell	Vice President, <i>Homeland Security</i>
David Hirschmann	Executive Vice President, <i>National Chamber Foundation</i>
Randy Johnson	Vice President, <i>Labor, Immigration & Employee Benefits</i>
Bruce Josten	Executive Vice President, <i>Government Affairs</i>
Christine Kanuch	Vice President, <i>Finance</i>
Bill Kovacs	Vice President, <i>Environment, Technology, & Regulatory Affairs</i>
Diane Large	Vice President, <i>Property and Design Development</i>
Gary Litman	Vice President, <i>Europe and Eurasia</i>
Douglas Loon	Vice President, <i>Regional Affairs and Advocacy</i>
Rolf Lundberg, Jr.	Senior Vice President, <i>Congressional and Public Affairs</i>
Bill Miller	Vice President, <i>Congressional and Public Affairs, National Political Director</i>
J.P. Moery	Senior Vice President, <i>Federation Relations</i>
John Murphy	Vice President, <i>International Affairs</i>
Jeannette Pfothner	Vice President and Associate General Counsel
Martin Regalia	Vice President and Chief Economist
Judy Richmond	Vice President and Associate General Counsel
Lisa Rickard	President, <i>Institute for Legal Reform</i>
Jim Robinson	Senior Vice President and Counselor to the President
Arthur Rothkopf	Senior Vice President and Counselor to the President
Linda Rozett	Vice President, <i>Communications</i>
Agnes Warfield	Senior Vice President, <i>Development</i>
David Watson	Vice President, <i>Telesales</i>
Clint Wheeler	Vice President, <i>Corporate Programs</i>

uschamber.comSM

FIGHTING FOR YOUR BUSINESS®

SAVE TIME WITH OUR ONLINE TOOLKITS

Helping You Solve Business Challenges Fast

As a small business owner, you know your time is precious. And only the speediest solutions to your business problems will save you time in the long run. That's why we've created more powerful online toolkits, working to solve your business challenges fast.

That's exactly what our U.S. Chamber new online Small Business Toolkit offers—a quick, effective way to solve business challenges. It's available online, at uschamber.com, and it's free.

USCC 54544

Take a little time now to save a lot of time later. Try our toolkits today by going to uschamber.com.

Give our toolkits a try today

Employer Toolkit

- Hire and keep great people
- Attract new talent to support your business
- Understand your employees' needs
- Manage your business



Finance Toolkit

- Develop a financial plan for your business
- Understand your own financial position
- Understand government changes that affect you



Government Contracting Toolkit


- Understand contracting opportunities
- Find government opportunities
- Understand government procedures




Insurance Toolkit

- Understand the latest insurance practices and save money
- Use the latest money-saving health care practices
- Take advantage of special insurance offers available to Chamber members





uschamber.com /
The U.S. Chamber of Commerce Small Business



Small Business Toolkit

Our small business toolkits will help you need to run your business

- Employer
- Finance
- Government Contracting
- Insurance
- Office Management

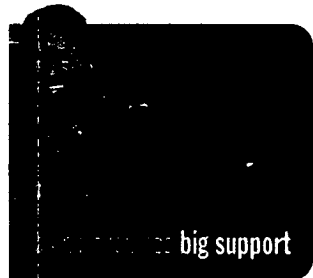
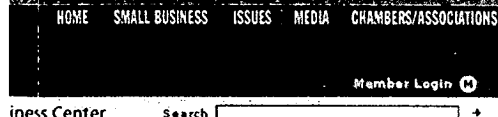
Office Management Toolkit

- Establish and run an office
- Purchase, maintain, and keep the books for equipment and vehicles
- Comply with the rules and regulations governing office operations



USCC 54545

by going to uschamber.com/sb.



kits more ➔

will help you find the answers
ess.

- Sales and Marketing
- Security
- Startup
- Tax
- Trade



Marketing Toolkit

- Take advantage of online marketing
- Make the best use of promotions, advertising, and PR
- Keep customers coming back for more



Security Toolkit

- Practice safe computing
- Avoid common security mistakes
- Develop a security plan for your business



Startup Toolkit

- Make smart decisions early
- Write a solid business plan
- Find and win the right financing



Tax Toolkit

- Manage your tax burden
- Download state and federal forms
- Access IRS small business tax resources



Trade Toolkit

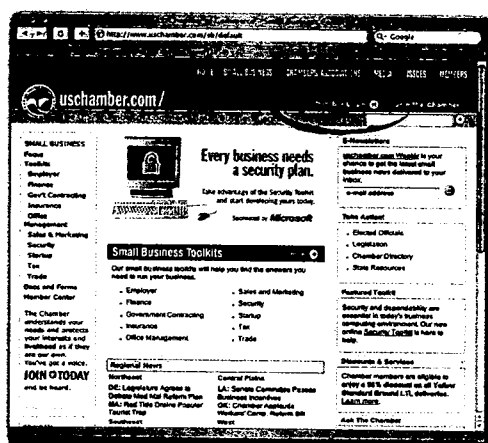
- Find international trade opportunities with specific countries
- Locate emerging markets in your industry
- Report the trade region

USCC 54546

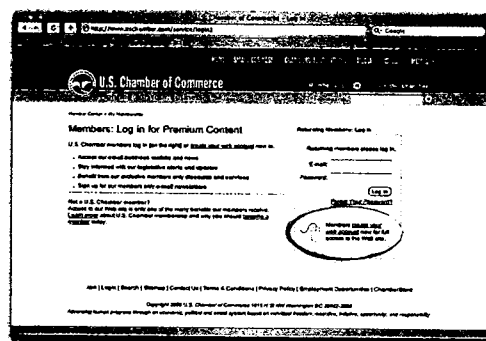
How to Log In as a Member

Much of the content in the Toolkits is for members only, and you must log in to access it. If you have not logged in to **uschamber.com** previously, you will need to have your member number handy.

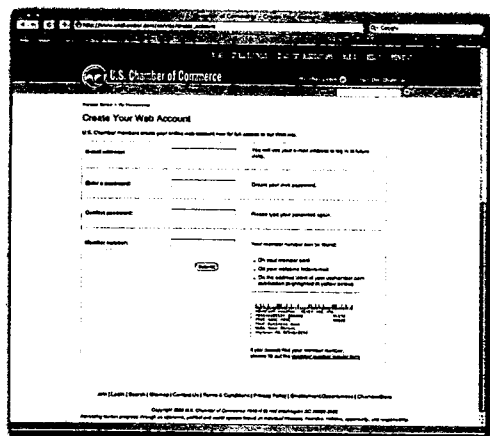
1. At the top of **uschamber.com/sb**, click on the "Member Login" tab.



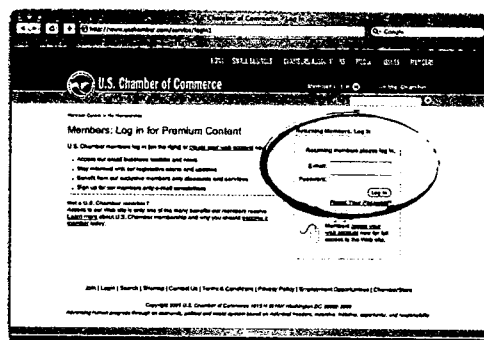
2. In the yellow right-hand box, click the link titled "create your Web account."



3. On the "Create Your Web Account" page, enter your e-mail address, a password of your choice, and your member number. Then click the "Submit" button.




4. When visiting the site in the future, simply log in with your e-mail address and the password you have chosen.



USCC 54547

U.S. Chamber of Commerce
www.uschamber.com



U.S. CHAMBER OF COMMERCE

Fighting for Your Business®



U.S. CHAMBER OF COMMERCE

1615 H Street, NW

Washington, DC 20062-2000

www.uschamber.com

Member Services: 800-638-6582

EXHIBIT 6



APPLICATION FOR MEMBERSHIP
U.S. CHAMBER OF COMMERCE

CBQ200501003

1615 H Street, N.W. Washington, D.C. 20062 • 800/638-6582 • www.uschamber.com

USCC 54548

Membership Dues \$ _____

☐ New ☐ Rejoin

Membership #



Company Name (As it is to appear on all communications including membership certificate)

Contact Name: ☐ Mr. ☐ Ms. ☐ Dr. ☐ Other



First Name

M.I.

Last Name

Suffix (Sr., Jr., etc)

Job Title:



Mailing Address (if P.O. Box, use Street Name boxes only):



Street Number



Street Name



Other (Suite, Floor)



City:



State:



ZIP:

Physical Address (if different than above):



Street Number



Street Name



Other (Suite, Floor)



City:



State:



ZIP:

Daytime Phone: () - ext.

Fax*: () -

E-mail Address*:

*We will periodically e-mail and/or fax you information about events, issues, and/or benefits that may be of interest to you as a member of the U.S. Chamber.

Payment Method:

☐ Member Check # _____

☐ U.S. Chamber Check # 8722-

☐ American Express

☐ MasterCard

☐ Visa

☐ Discover



APPLICATION FOR MEMBERSHIP U.S. CHAMBER OF COMMERCE

CB0200501003

1615 H Street, N.W. Washington, D.C. 20062 / 800/633-6582 / www.uschamber.com

Membership Dues \$ ☐ New ☐ Rejoin ☐ Membership #

Company Name (As it is to appear on all communications including membership certificate)

Contact Name ☐ Mr. ☐ Ms. ☐ Dr. ☐ Other

First Name MI Last Name Suffix (Sr., Jr., etc)

Job Title

Mailing Address (If P.O. Box, use Street Name boxes only):

Street Number Street Name Other (Suite, Floor)
City State ZIP

Physical Address (if different than above):

Street Number Street Name Other (Suite, Floor)
City State ZIP

Daytime Phone: () ext. Fax: ()

E-mail Address:

We will periodically e-mail and/or fax you information about events, issues, and/or benefits that may be of interest to you as a member of the U.S. Chamber.

Payment Method:

☐ Member Check # ☐ U.S. Chamber Check # 8722

U.S. CHAMBER OF COMMERCE

MEMBERSHIP BENEFITS & SERVICES

You now have the world's largest business federation on your side.

Thank you for supporting the U.S. Chamber and the fight for free enterprise. It's good for business, good for the country, and—most importantly—good for *you*.

Your member benefits include:

- Savings on business essentials.
- Information on important business issues. Rewarding business events, too.
- Protection from government interference. The U.S. Chamber of Commerce is probably best known for its advocacy efforts. After all, *we're the number-one lobbying organization for business.*

No one works harder to keep you up-to-date about issues that affect your bottom line. The monthly *uschamber.com*...the weekly e-newsletter *uschamber.com Weekly*...our comprehensive Web site...the in-depth Research and Statistics Center...they're more than information, they're your valuable resource.

No one fights harder for you when government makes decisions that affect your livelihood. Our lobbyists are smart, tenacious, and effective against enemies of business who want to increase taxes and regulations, no matter what the cost may be to you.

No one understands better your need to make the most of every dollar. That's why we team up with premier partners to bring you valuable savings – savings that could repay your membership fee and then some!

To learn more about the specific benefits your level of membership provides, speak with your membership representative or call Member Services Center at 1-800-638-6582; e-mail: memberservices@uschamber.com. Visit our Web Site at www.uschamber.com

Membership investments in the U.S. Chamber are not tax deductible as a charitable contribution but a portion is deductible as a business expense. Since the U.S. Chamber engages in lobbying, under federal law 65% of 2007 investments is deductible as a business expense. In the case of employees who are not reimbursed by their employer for Chamber membership investments, the business expense deduction may be subject to the limits of Section 67 of the Internal Revenue Code.

Membership types and dues: Advisor (\$1,000+), Advocate (\$365-\$999).

Membership Refund Policy: Refund requests made within the first three months of a dues payment will be refunded in full. Between the 4-6th months of payment, a pro-rated amount will be refunded. After 6 months, no refund will be issued unless the amount in question was due to a duplicate payment. In such cases, a full refund will be offered. Requests should be submitted to Member Services Center at 1-800-638-6582.

For more information:

EXHIBIT 7



The U.S. Chamber of Commerce® ...
Fighting For Your Business®

For more information or to join the U.S. Chamber of Commerce,
visit www.uschamber.com/join or call 800-638-6582.

You're Invited.
We saved you a seat ...



COLE EXHIBIT 7

Offered by Opposer, The Chamber of
Commerce of the United States of America
The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation
Opposition Number 91/156,321

USCC 54550

For more information on U.S. Chamber membership, complete the information below and return this section:

USCC 54551

First Name _____

Last Name _____

Company Name _____

Street Address _____

PO Box, Apt. No _____

City _____

State _____

Zip _____

Phone Number _____

E-mail Address _____

How I found about
U.S. Chamber membership

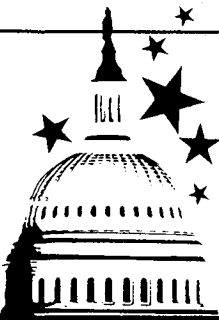
☐ Event _____

☐ Referral _____

☐ U.S. Chamber
Representative _____

☐ Other _____

EXHIBIT 8



AMERICA'S SMALL BUSINESS SUMMIT U.S. CHAMBER OF COMMERCE

2007

REGISTER NOW!

MAY 23-25, 2007 | WASHINGTON, DC

2007 Highlights



GINGRICH



JANTSCH



MORRELL



SAWNER



BRAZILE



KRISTOL



REGALIA



- ★ Newt Gingrich, former Speaker of the House of Representatives, is expected to be the highest rated speaker of ACCESS 2006 and will return with an exciting new presentation.
- ★ Donna Brazile, columnist for *Roll Call* and CNN contributor, will share her side of the story when she faces off with Bill Kristol.
- ★ John Jantsch, author of *Duct Tape Marketing*, will find out how three entrepreneurs were able to take their ideas from concept to lucrative businesses.
- ★ Bill Kristol, editor of the *Weekly Standard* and FOX News contributor, will share his thoughts on what is going on behind the scenes in Washington, DC, when he faces off with Donna Brazile.
- ★ Margot Morrell, author of the business best seller *Shackleton's Way*, will highlight the leadership legacy of Antarctic explorer Sir Ernest Shackleton and offer lessons for small business owners and entrepreneurs.
- ★ Merv Regalia, vice president and chief economist at the U.S. Chamber, will give an economic forecast for small businesses.
- ★ Tom Sawyer, CEO of Educational Outlets and the 2006 Small Business of the Year Award winner, will share best practices from the winners of the Blue Ribbon Small Business Award.
- ★ President George W. Bush will address the Summit on the importance of small business and the role of U.S. entrepreneurs.
- ★ Andrew Bledsoe, author of *White House*, will discuss the value of business owners in the White House.
- ★ Joseph O'Neill (invited), former head of the U.S. Chamber of Commerce, will discuss the value of business owners in what is going on in Washington, DC.

COLE EXHIBIT 8
Offered by Opposer, The Chamber of Commerce of the United States of America
The Chamber of Commerce of the United States of America v. United States Hispanic Chamber of Commerce Foundation
Opposition Number 91/156,321



www.uschambersummit.com

USCC 54552

EXHIBIT 9

MAKE A CONNECTION WITH

SMALL BUSINESS



U.S. Chamber of Commerce

COLE EXHIBIT 9
Offered by Opposer, The Chamber of
Commerce of the United States of America
The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation
Opposition Number 91/156,321

USCC 54554

Connecting You to CUSTOMERS. PROFIT.

The U.S. Chamber of Commerce is the nation's largest business federation, representing businesses, state and local chambers of commerce, and associations. The largest segment of the Chamber's membership is small business and that represents a big opportunity for your company.

The Chamber's small business members depend on companies like yours for supplies, financial services, equipment, and the many other essential services it takes to effectively run a company. To help you reach this important market segment, we are launching *Small Business Connections*.

The Chamber's *Small Business Connections* directory and sponsorship opportunities give you a flexible and scaleable approach to reaching this significant economic sector. Whether you are looking for a foot in the door or a turnkey small business marketing strategy, *Small Business Connections* has a program to meet your needs. Chamber membership is required to participate.

Small Business Connections Directory

\$5,000

This online directory provides companies with a simple and effective vehicle to reach small businesses. Chamber members can browse and search the directory to locate suppliers. The Chamber will promote the *Small Business Connections* through online ads, Google search listings, Chamber publications and traditional advertising to maximize the effectiveness of this opportunity.

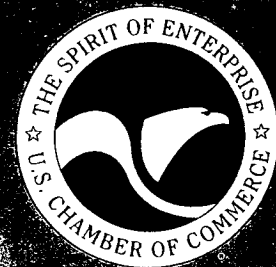
Directory Subscribers receive:

- Listing and logo in the *Small Business Connections* directory on www.uschamber.com.
- Rotating text ad on the *Small Business Center* homepage.

Diamond Sponsorship

\$125,000

- Includes *Small Business Connections* directory, print & online.
- 48 x 72 inch ad in the *Member Monthly* e-mail.
- Quarterly (60 x 75) pixel ad in *uschamber.com* Weblog.
- 34 x 7 inch ad in one issue of *uschamber.com* magazine.
- One-time fee of U.S. Chamber membership for three months.
- Custom Small Business look to promote your product or service.
- Two-week banner ad on the Chamber's homepage: www.uschamber.com.
- Rotating banner ad on the *Small Business Center* homepage.
- Small Business look featured in the "Pitch Book" column of *uschamber.com* magazine.



USCC 54555

GROWTH.

Platinum Sponsorship

\$80,000

- Includes *Small Business Connections* directory package
- 430 x 75 pixel ad in one *Member Monthly* e-mail
- Quarterly 430 x 75 pixel ad in *uschamber.com Weekly*
- 3 1/2 x 7 inch ad in one issue of *uschamber.com* magazine
- One time use of U.S. Chamber member list for direct mail

Gold Sponsorship

\$25,000

- Includes *Small Business Connections* directory package
- 430 x 75 pixel ad in one *Member Monthly* e-mail
- Quarterly 430 x 75 pixel ad in *uschamber.com Weekly*
- 3 1/2 x 7 inch ad in one issue of *uschamber.com* magazine

Silver Sponsorship

\$15,000

- Includes *Small Business Connections* directory package
- 430 x 75 pixel ad in one *Member Monthly* e-mail
- Quarterly 430 x 75 pixel ad in *uschamber.com Weekly*



A Guide to Chamber Small Business Publications and Resources

uschamber.com Magazine

- The Chamber's flagship printed publication
- Distributed monthly to more than 200,000 members

uschamber.com Weekly

- The Chamber's e-mail newsletter
- Distributed weekly to more than 150,000 members

Monthly Member e-mail

- Monthly e-mail highlighting discounts and services available to Chamber members
- Distributed monthly to more than 150,000 members

Small Business Center

- Special Web site section dedicated to resources and information for small business
- Site content available to both members and nonmembers
- Enjoys an international audience of more than 20,000 monthly visitors

Small Business Toolkit

- Web site content focused on specific issues of interest to small business
- Toolkits sponsored and developed by companies interested in reaching the small business market
- Content subject to editorial approval and serves as an opportunity for companies to educate small businesses on issues and about their products and services

USCC 54556



U.S. Chamber of Commerce
Small Business Connections

☐ **Yes! I want to be connected.**

Please contact me regarding the package selected.

Contact Information (all information required)

Name: _____

Title: _____

Organization: _____

Address: _____

City/State/ZIP: _____

Phone: _____

E-mail: _____

All levels are annual subscriptions.
The term will begin on the first
day of the month after your listing
is posted in the Small Business
Connections online directory and
will extend for 12 months.

<input type="checkbox"/> Diamond	\$125,000
<input type="checkbox"/> Platinum	\$80,000
<input type="checkbox"/> Gold	\$25,000
<input type="checkbox"/> Silver	\$15,000
<input type="checkbox"/> SBC Directory	\$5,000

Return completed form to:
U.S. Chamber of Commerce
Attn: Business Information and Development
1615 H Street, NW
Washington, DC 20062
202-463-5381
202-778-2437 (fax)

USCC 54557



U.S. Chamber of Commerce
1615 H Street, NW
Washington, DC 20062-2000
Phone: 202-659-6000
www.uschamber.com



USCC 54558

EXHIBIT 10

America Needs a Balanced and Effective National Energy Plan to Ensure Future Prosperity

"Energy is the single most important resource underpinning America's economy, national security, global competitiveness, and our way of life."

—U.S. Chamber President and CEO Tom Donohue

The Chamber Is Helping Create a Bipartisan Consensus in Congress for Such a Plan

WE NEED YOUR HELP!

Our nation consumed an average of 20.8 million barrels of crude oil each day in 2005. Slightly more than three-fifths (60.3%) of that oil was imported. Unless our nation adopts effective policies to reduce our growing dependence on foreign oil, imports by 2030 could exceed two-thirds of the estimated 28 million barrels of oil we will use every day.

To build a consensus, the Chamber is leading a major effort to create a national energy institute. The purpose of this institute is to help achieve a greater understanding by the public and policymakers of the nation's energy needs and choices. We believe that this effort can lead to a consensus and approval by Congress of sound, commonsense energy and environmental policies.

The Chamber is building support in 2007 for an energy program that:

- expands domestic production of oil, natural gas, coal, and nuclear power
- increases refinery capacity
- strengthens our energy infrastructure
- develops viable alternative energy sources
- encourages the development of new technologies
- improves efficiency
- encourages conservation
- addresses the climate change issue in a responsible way

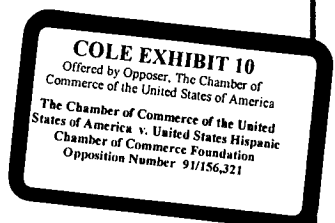
We need your support to help build this badly needed national consensus on energy.

JOIN AND SUPPORT THE U.S. CHAMBER OF COMMERCE TODAY!

USCC 54559

U.S. Chamber of Commerce

1615 H Street, NW | Washington, DC 20062-2000 | www.uschamber.com



REAL SOLUTIONS TO AMERICA'S HEALTH CARE CRISIS

BACKGROUND

Over forty-six million Americans were without health care coverage in 2005, an increase of more than 1.3 million over the previous year. The number of Americans with employer-provided coverage also slipped from 59.8% in 2004 to 59.5% in 2005. Double-digit premium increases are crippling small businesses and the self-employed.

WHAT WE'RE FIGHTING FOR

- **Small Business Health Plans**—to allow small businesses to join together to purchase health insurance without the burden of expensive state mandates.
- **Smart Tax Deductions**—so that individual taxpayers and workers without employer-provided coverage can deduct the cost of their health insurance.
- **Fewer Lawsuits**—because greedy trial lawyers are filing too many frivolous medical malpractice suits that drive up costs for everyone and send doctors packing.
- **More Health Savings Accounts (HSAs)**—to encourage more individuals and businesses to participate in cost-saving and flexible HSAs.
- **An End "Use It Or Lose It"**—so individuals with Flexible Spending Accounts (FSAs) can rollover up to \$500 of unspent funds to the next year's FSA or to a HSA.

WHAT WE'RE FIGHTING AGAINST

- Schemes to implement socialized medicine, like HillaryCare.
- Out-of-control trial lawyers looking to make a fast buck with frivolous medical lawsuits.
- Any measure that would expand employer liability or increase federal mandates on businesses and drive up costs.

WE NEED YOUR HELP NOW!

To Convince Congress To Do the Right Thing on Health Care

USCC 54560

U.S. Chamber of Commerce

1615 H Street, N.W. | Washington, DC 20062-2000 | www.uschamber.com

*The world's largest
business organization
representing an
underlying membership
of more than three
million businesses
and organizations of
every size, sector
and region.*



FIGHTING THE TRIAL BAR, AND WINNING!

BACKGROUND

Every two seconds, a lawsuit is filed in a state court ... that's nearly 16 million lawsuits a year. The tort system costs Americans \$245 billion a year ... that's equivalent to a "tort tax" of more than \$3,300 annually for a family of four. Small businesses bear \$88 billion of that cost.

The U.S. Chamber is doing something about it! Our goal is a legal system that is simpler, fairer, and faster and protects small businesses from frivolous lawsuits and outrageous awards.

WHAT WE'RE FIGHTING FOR

- **Medical Liability Reform**—to cap noneconomic damages (pain and suffering) at \$250,000 in medical malpractice suits.
- **Product Liability Reform**—to shield small businesses that merely distribute or sell products from being held liable for defects in those products that are the manufacturer's fault.
- **Sanctions for Filing Frivolous Lawsuits**—to punish greedy lawyers looking to make a fast buck at a business's expense.
- **Impartial Judges and Attorneys General**—so businesses can get a fair shake in court.

WHAT WE'RE FIGHTING AGAINST

- Greedy and predatory trial lawyers.
- Huge fees for class action attorneys while real victims get pennies.
- A clogged court system that treats frivolous lawsuits the same as legitimate lawsuits.
- Judges and attorneys general who are in the pocket of trial lawyers.

WE NEED YOUR HELP NOW!

To Fight the Trial Bar and Protect American Businesses!

USCC 54561

U.S. Chamber of Commerce

1615 H Street, N.W. | Washington, DC 20062-2000 | www.uschamber.com

*The world's largest
business organization
representing an
underlying membership
of more than three
million businesses
and organizations of
every size, sector
and region.*



U.S. CHAMBER OF COMMERCE

The U.S. Chamber Is Fighting to Keep Your Taxes as Low as Possible!

We Need Your Help to Keep Pro-Growth Tax Policies in the Tax Code!

We Need Your Help to Stop Tax Increases That Will Hurt Small Businesses!

OUR 2007 PRIORITIES INCLUDE:

- Making President Bush's tax cuts permanent, especially expanded and enhanced Section 179 expensing for small businesses, lower tax brackets, lower capital gains and dividend rates, the expanded child credit, and the abolition of the marriage penalty.
- Making permanent the repeal of the estate (death) tax now being phased out.
- Getting Congress to abolish or substantially reform the dreaded alternative minimum tax (AMT).
- Ensuring faster cost recovery of capital investment.
- Enacting expanded and improved tax-deferred savings vehicles.
- Repealing the 3% government contractor withholding mandate at the federal, state, and local government levels that is set to go into effect in 2011.
- Opposing unreasonable IRS regulatory burdens being imposed on small businesses to close the so-called tax gap.
- Continuing to push for tax code simplification.
- Reducing IRS paperwork burdens on small businesses.
- Opposing any attempt to increase taxes on small businesses and their owners.

*The world's largest
business federation
representing more than
3 million businesses
and organizations of
every size, sector,
and region.*

JOIN AND SUPPORT THE U.S. CHAMBER OF COMMERCE TODAY!

USCC 54562

U.S. Chamber of Commerce

1615 H Street, NW | Washington, DC 20062-2000 | www.uschamber.com



Your Support Made a Difference in a Tough Year

BACKGROUND

The 2006 congressional elections were tough on the pro-business majority in Congress. Chamber President and CEO Tom Donohue summed it up well: "We worked hard to elect pro-business candidates. In a very difficult environment, we won some and we lost some. But it's important to remember two things. First, this election didn't turn on business issues but, instead, on the war in Iraq and congressional scandals. Second, we don't measure success by the numbers—what counts is whether we are a force when the big decisions are made, and we will be."

2006 ELECTION RESULTS FOR CHAMBER-ENDORSED CANDIDATES

- Won 220 of 277 (79.4%) races
- Won 20 of 35 hotly contested House races targeted by the Chamber
- Won 4 of 12 targeted Senate races

THE U.S. CHAMBER DEVOTED CONSIDERABLE RESOURCES TO THESE TARGETED RACES

- 274 people on the ground in 31 states
- 13.5 million pieces of mail sent
- 12.5 million phone calls
- Nearly 19 million e-mails distributed
- 790 unique Web sites created through our VoteForBusiness (VFB) grassroots program, providing candidate and voter registration information and other election resources
- More than 12,000 get-out-the-vote kits distributed to corporations, small businesses, associations, and chambers of commerce nationwide to help these organizations get their employees to the polls
- \$10 million in television advertising in 35 targeted races
- 12-state bus tour to educate and motivate voters and help our endorsed candidates

In all, the Chamber spent more than \$20 million on these efforts, making a difference in several very close races. Thank you for your support.

USCC 54563

These changes in Congress mean that we need your help more than ever. We have to work even harder to get pro-business messages to resonate in this difficult climate. And we need to replenish our resources to prepare for special elections in 2006 and 2007.

Please help us NOW to prepare for the challenges ahead!

The world's largest business organization representing an underlying membership of more than 3 million businesses and organizations of every size, sector, and region.



U.S. Chamber of Commerce

ELECT06 11/06

1615 H Street, NW | Washington, DC 20062-2000 | www.uschamber.com

U.S. Workforce Challenges and Immigration Reform

BACKGROUND

Experts estimate as many as *11 million undocumented workers* are living in this country contributing to our national economy. What has caused this unacceptable status quo?

- Expanding workforce needs
- Retiring baby boomers and declining birthrates
- An inadequate immigration system, including huge backlogs

And, when U.S. workers are not available, there are few ways for an employer to recruit a foreign worker from abroad to fill critical positions.

WORKFORCE NEEDS OF THE SMALL BUSINESS COMMUNITY

Small business is the economic engine of our nation. The construction, hospitality, and landscaping industries, to name a few, are dominated by enterprising small business owners and dependent on a steady stream of capable workers to effectively serve their customers.

Small businesses employ thousands of Americans and immigrants. They need a comprehensive solution to meet workforce challenges to be able to grow and expand in the years to come.

If the immigration issue is not resolved, small businesses will suffer first.

THE U.S. CHAMBER IS FIGHTING FOR REAL SOLUTIONS

In order to safeguard the American economy for the future, we must accomplish three things:

1. Create effective legal avenues for hiring foreign workers.
2. Address the status of current workers in the U.S.
3. Implement tough, yet workable, security measures and enforce the law.

Immigration reform is a top priority. The Chamber is working hard through the **Essential Worker Immigration Coalition** to urge Congress to advance and pass much needed reforms.

The U.S. Chamber supports a comprehensive immigration reform package that will:

- Increase border security.
- Provide an earned path to legalization for undocumented workers contributing to our economy.
- Create a carefully monitored guest worker program to fill the gaps in America's workforce.
- Refrain from unduly burdening employers with worker verification systems that are under funded or unworkable.

The Chamber is dedicated to resolving the country's workforce challenges to help your company succeed and prosper.

USCC 54564

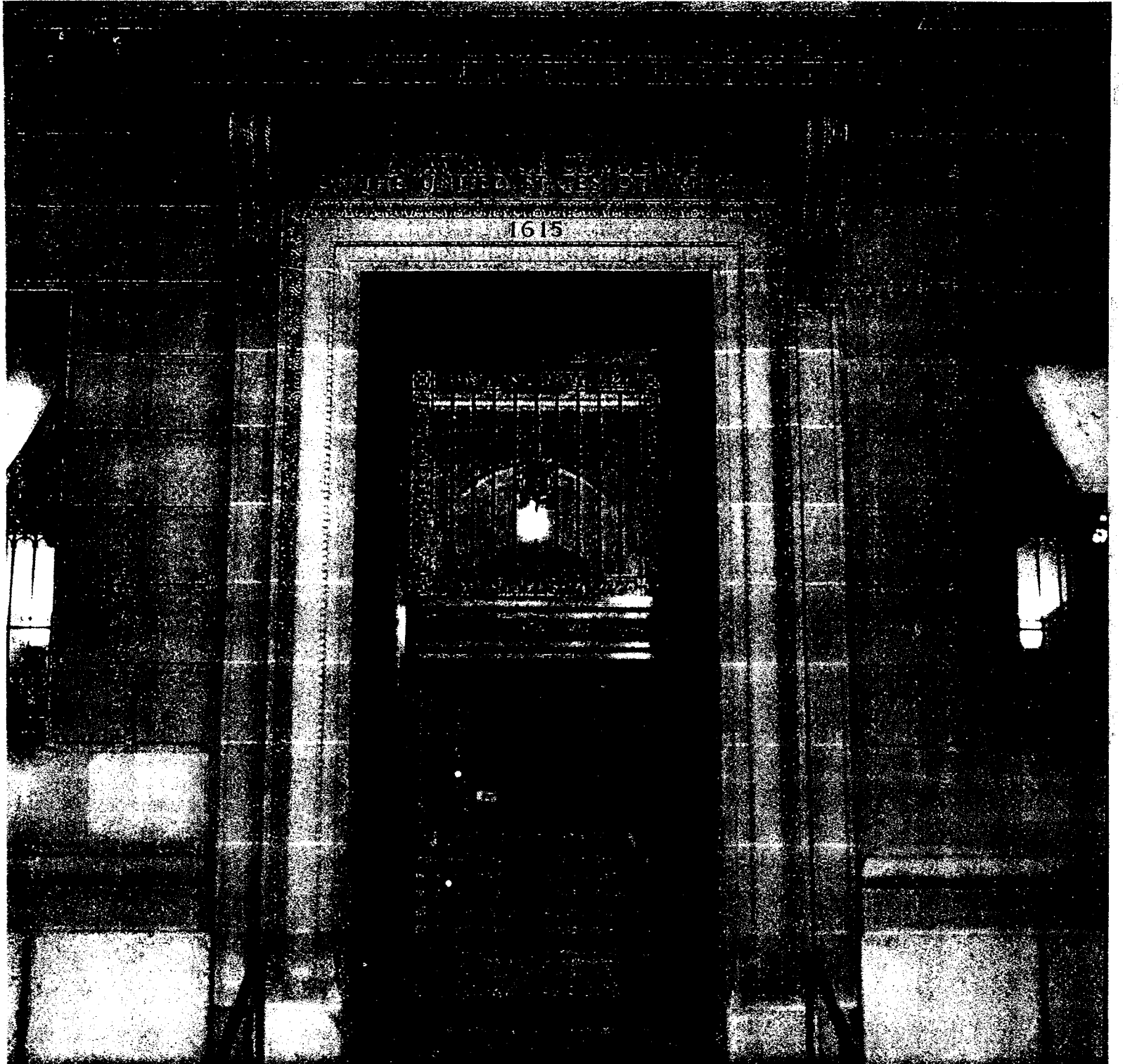
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The world's largest business organization representing an underlying membership of more than three million businesses and organizations of every size, sector and region.



EXHIBIT 11



COLE EXHIBIT 11
Offered by Opposer, The Chamber of
Commerce of the United States of America
**The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation**
Opposition Number 91/156,321

USCC 54565

1615 H ST., N.W. WASHINGTON, D.C. 20062

HEALTH CARE REFORM

FACT: 45 million people lack health insurance today.

FACT: 5.8 million small businesses provide health care benefits to millions of employees and their families.

FACT: If premiums continue to incur double digit increases each year, thousands of small businesses may have to end health care coverage as a benefit.

Something must be done!

What We're Fighting For

Affordable access to quality health care for small-business owners without federal mandates and bureaucracy.

What We've Achieved

- >> Won **Health Savings Accounts** for small businesses and the self-employed
- >> Defeated the **Patients' Bill of Rights** (saved \$301 per family)
- >> Increased **health insurance deductibility** for the self-employed to 100% starting January 1, 2003
- >> Made **long-term care insurance** fully tax-deductible for the self-employed
- >> Finalization of Medicare Part D prescription Drug benefit which will help employers continue to provide prescription drug coverage to Medicare eligible employees and retirees with sufficient flexibility

What We're Working On

- >> Saving small businesses about 15%–30% on health care premiums by winning passage of **Small Business Health Plans**, which would allow small businesses to pool together across state lines to obtain better deals on insurance for their workers
- >> Preventing the expansion of **employer liability** and imposition of costly **health care mandates**
- >> Enacting **medical liability reforms** to cap punitive and noneconomic damages and limit attorneys' fees
- >> Expanding **Health Savings Accounts** to allow for tax credits to small businesses who contribute to employees' HSAs

WE NEED FLEXIBILITY, COMPETITION, AND FEWER REGULATIONS---NOT MORE MANDATES!

USCC 54567

TAX RELIEF

FACT: Small businesses generate \$559 billion in taxes every year, or nearly 40% of all taxes.

FACT: By 2010, 52% of all taxpayers making over \$75,000 per year will be subject to the Alternative Minimum Tax (AMT).

FACT: In spite of being completely phased out in 2010, the death tax will resurrect to its full pre-2001 level in 2011.

Enough is enough!

► What We're Fighting For

A leaner, simpler, and fairer tax system that encourages strong economic growth, entrepreneurship, and investment.

► What We've Achieved

- >> Successfully led the fight for President Bush's **\$1.35 trillion tax cut** in 2001 and his **\$350 billion tax cut** in 2003, which collectively:
- >> **Cut rates** across the board, saving small businesses billions of dollars
- >> Quadrupled the **small business expensing (Section 179) limit** from \$25,000 to \$100,000 and indexed it for inflation
- >> Phased out the **death tax**
- >> Cut the top rate on **capital gains** and **dividends** to 15%

► What We're Working On

- >> Completely scrapping the **death tax** immediately, which would save businesses nearly \$30 billion a year
- >> Immediately abolishing the personal and corporate **AMT** (alternative minimum tax)
- >> Eliminating the **double taxation of dividends**, which would increase after-tax rates of return on investments, bolster stock prices, and lower the cost of capital

USCC 54568

WHEN IT COMES TO TAX INCREASES, OUR MESSAGE IS: "JUST SAY NO!"

REGULATORY BURDENS

FACT: Regulations cost \$854 billion annually—8.4% of GDP—or \$7,410 per household.

FACT: Small businesses pay \$6,975 per employee per year to comply with federal regulations.

Washington regulations are out of control!

What We're Fighting For

Repeal and revise the burdensome rules and excessive regulations that hurt small businesses.

What We've Achieved

- >> Defeated numerous attempts to increase the **minimum wage**, saving businesses at least \$16.6 billion
- >> Repealed unscientific **ergonomics regulations** that would have cost businesses \$100 billion
- >> Fought implementation of unscientific **clean air rules**, saving businesses \$45 billion
- >> Won passage of the **Small Business Paperwork Relief Act**, providing real assistance to small businesses coping with government regulations and paperwork requirements

What We're Working On

- >> Supporting **OSHA reform legislation** that would make it easier for small businesses to contest questionable citations, recoup attorneys' fees when they prevail against a citation, and expedite the appeals process
- >> Opposing a raise in the **minimum wage** and expansion of the **Family and Medical Leave Act** to smaller employers
- >> Vigorously opposing efforts to expand **unemployment insurance** to include unpaid family medical leave, which would likely cost businesses \$14 billion—\$31 billion a year
- >> Ensuring all new regulations are based on **sound science, common sense, and reasonable cost**

USCC 54569

WE NEED FLEXIBILITY, COMPETITION, AND FEWER REGULATIONS—NOT MORE MANDATES!

QUALIFIED WORKFORCE

FACT: By 2010, there will be a shortage of more than 8 million workers in America.

FACT: By 2006, 2 employees will leave the workforce for every one entering.

FACT: Over the next 15 years, 40 million workers will retire.

FACT: 75% of today's workforce needs to be retrained to keep their current jobs.

We have an impending crisis!

What We're Fighting For

A competitive advantage for small businesses to hire, train, retain, and advance a skilled workforce.

What We've Achieved

- >> The Chamber's Center for Workforce Preparation helps businesses and local chambers in their communities find, build, and use resources to develop a skilled workforce
- >> Won House passage of legislation providing **\$11 billion for job training in 2004** and increasing flexibility for state and local one-stop career centers

What We're Working On

- >> Advancing the debate on **Social Security reform**, highlighting the need to allow individuals the right to invest a portion of their contributions in private markets
- >> Encouraging **employer-sponsored pension coverage** and **individual savings opportunities** by fighting measures that would increase the cost and liability of employer-based plans
- >> Fighting for reasonable changes to the **Fair Labor Standards Act** that would allow private sector employers to offer **comp time**, giving employees a voluntary choice of taking overtime in cash payments or in the form of paid time off from work
- >> Building support for visa and immigration policies that address labor shortages through a temporary worker program, provide a reasonable way for undocumented workers to qualify for legal status, and **improve national security**.

USCC 54570

WORKFORCE DEVELOPMENT HAS AN IMPACT ON YOUR BOTTOM LINE.

LEGAL REFORM

FACT: America's legal system is the world's most expensive, costing the U.S. economy more than \$246 billion per year.

FACT: Lawsuits drain \$88 billion each year from small businesses, money that could be used to invest in new jobs.

FACT: A family of four pays a yearly "litigation tax" of over \$3,300, equivalent to a 5% tax on wages.

FACT: Each year, there are nearly 16 million lawsuits filed in state courts—about one every two seconds.

What We're Fighting For

Our goal is simple: a legal system that is simpler, fairer, and faster and protects small businesses from frivolous lawsuits and outrageous awards.

What We've Achieved

- >> Won House passage of **The Class Action Fairness Act** that makes it easier to move large, multistate class action lawsuits from state to federal court, preventing the widespread practice of "**venue shopping**" by trial lawyers
- >> Won successful enactment of legal reform legislation in Mississippi, Ohio, Georgia, South Carolina, and West Virginia
- >> Won House passage of medical liability reform, which would **cap noneconomic damages** (pain and suffering) at \$250,000 while respecting states' rights—now and in the future—to set higher or lower limits

What We're Working On

- >> Enacting **product liability reform** that would shield small businesses that merely distribute or sell products from being held liable for defects in those products that are the manufacturer's fault
- >> Lobbying the Senate to pass medical liability reform which would **cap noneconomic damages** (pain and suffering) at \$250,000 in medical malpractice claims
- >> Working to pass the **Lawsuit Abuse Reduction Act**—legislation that would cut down on the filing of frivolous lawsuits

USCC 54571

IF NATION'S LEGAL SYSTEM IS A MILLSTONE AROUND THE NECK OF THE ECONOMY—IT MUST BE REFORMED!

OUR ADVOCACY EFFORTS PROTECT YOUR INTERESTS.

More than 15 full-time Capitol Hill
lobbyists fighting on your side.

More than 50 issue managers who
understand complex legislation and
regulations and their impact on you.

Involvement in elections
to help pro-business candidates
win and hold office.

OUR WIN RECORD

75%

A
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Y

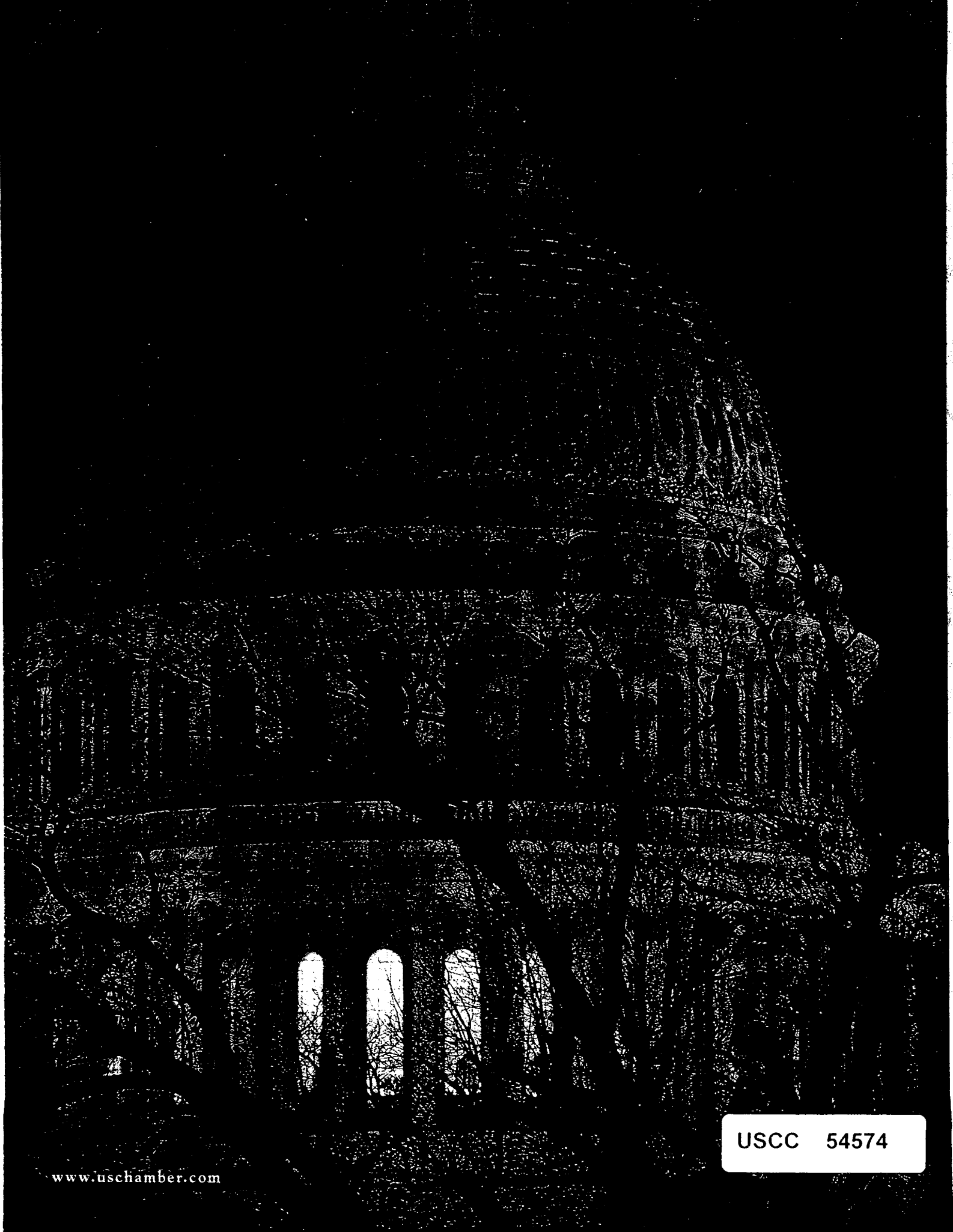
Why do you need
the U.S. Chamber
of Commerce on
your side?

Because there are so many
powerful interests on the
other side.

In fact, a series of polls
conducted before and
immediately following the
2002 elections found that
with the exception of
President Bush, the name
with the highest favorable
rating was the U.S. Chamber
of Commerce.

USCC 54572

www.uschamber.com



USCC 54574



U.S. CHAMBER OF COMMERCE

WHITE HOUSE

USCC 54576

www.uschamber.com

Your Grassroots Involvement Will Strengthen Your Business.

VOTE FOR BUSINESS Your Tool for Advocacy, Information and Involvement

Join the VoteForBusiness Grassroots Team and:

Get personalized information and action alerts by fax or e-mail on the issues that affect you.

Communicate your position to members of Congress on the issues that matter most to your business.

Build relationships with political leaders through events such as Town Hall meetings, issue forums, and other opportunities to speak one-on-one with your elected representatives.

VoteForBusiness.com

Hot Issues

Transportation Funding in Jeopardy

Small Business Matters - January 2002

Write your Members of Congress

US Chamber PAC

ACTION CALL

April 19, 2001

TRANSPORTATION FUNDING IN JEOPARDY

Contact your Senators Now and Urge Them to Support Maximum Funding for Federal Highway and Transit Programs

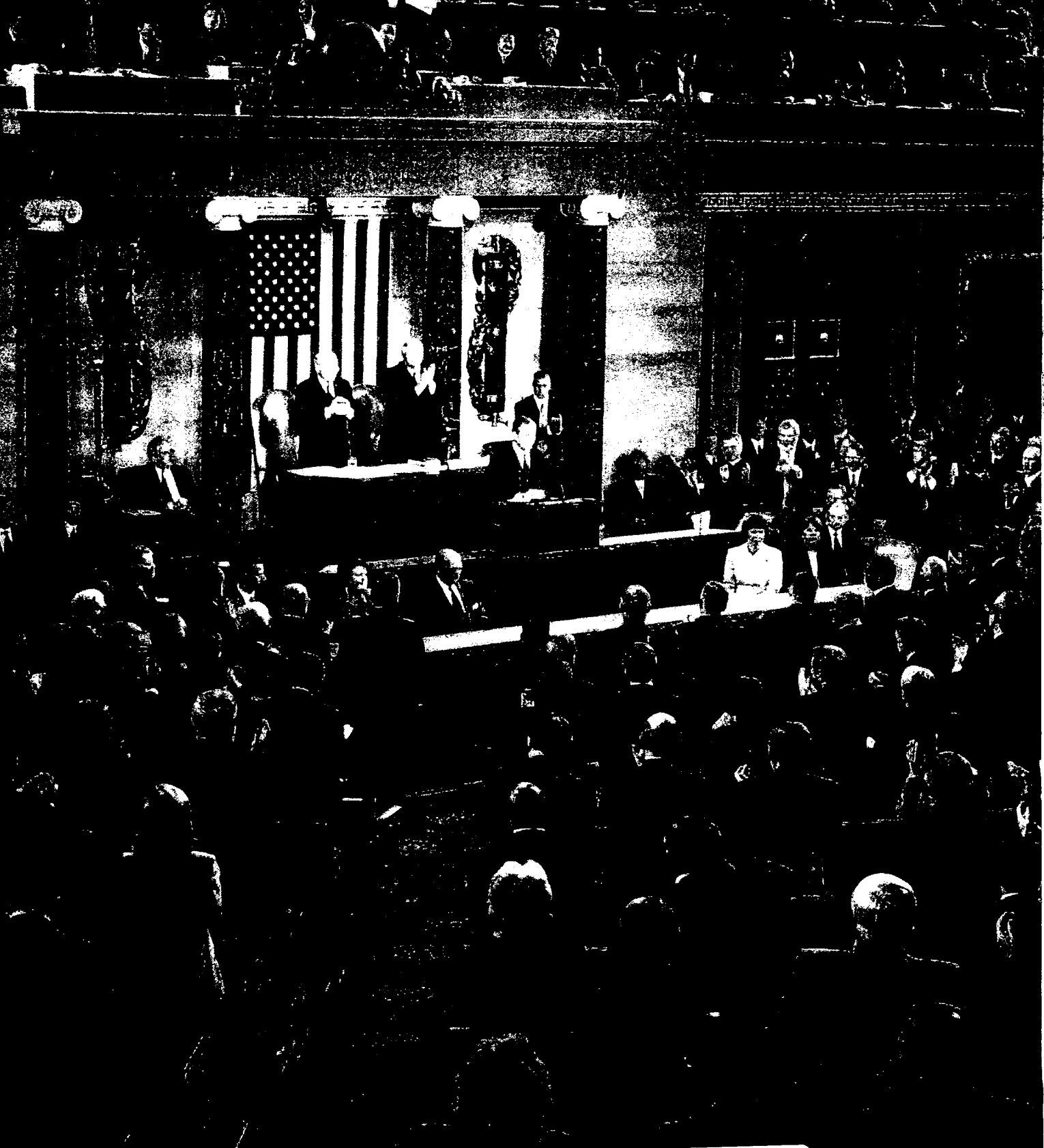
HOW YOUR BUSINESS IS AFFECTED: America's transportation infrastructure is vital to the nation's economy. The majority of America's workforce commutes via roads and interstates, and federal states also passes over highways. Nationwide, 77 billion, 1.6 billion hours of delay, and \$75 billion in lost productivity are caused by traffic congestion. In fact, studies indicate that traffic congestion will cost the nation \$100 billion in the next 20 years. We must take steps now to address these issues.

What you can do: Write your Senators and urge them to support maximum funding for federal highway and transit programs. The U.S. Senate has passed legislation March 19th that would keep the highway program at \$115 billion, but the House has not yet passed its version. We need your help to get the House to pass the highway program.

Write your Senators: Write your Senators and urge them to support maximum funding for federal highway and transit programs. The U.S. Senate has passed legislation March 19th that would keep the highway program at \$115 billion, but the House has not yet passed its version. We need your help to get the House to pass the highway program.

Take Action: Write your Senators and urge them to support maximum funding for federal highway and transit programs. The U.S. Senate has passed legislation March 19th that would keep the highway program at \$115 billion, but the House has not yet passed its version. We need your help to get the House to pass the highway program.

INFLUENCE WITH ALL 535 MEMBERS OF CONGRESS

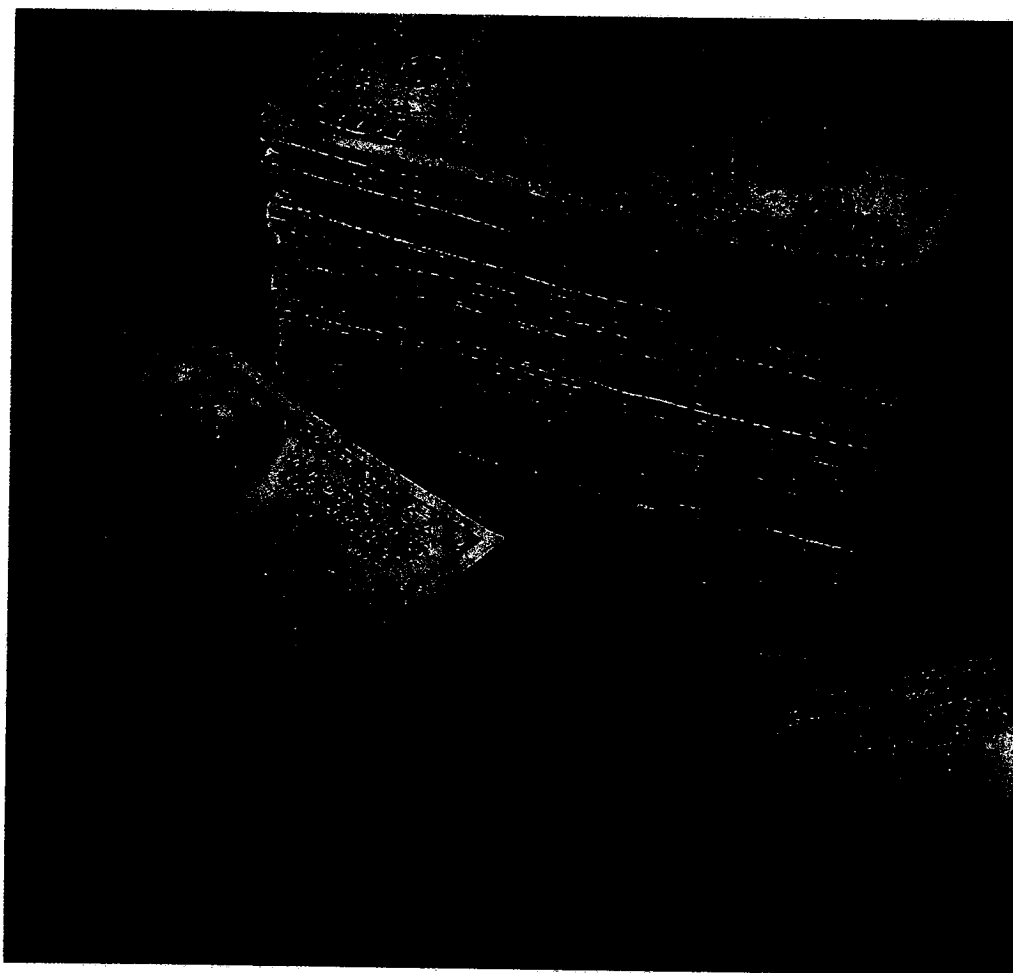


USCC 54580

www.uschamber.com

BENEFITS THAT SAVE YOU MONEY

The U.S. Chamber has teamed up with leading providers of products and services to save you money, protect your business, and enrich your retirement.



From office supplies to shipping services and educational tools, insurance to retirement plans, and everything in-between, the U.S. Chamber has the tools for you to succeed. These benefits help your business run more efficiently, making a big difference to your bottom line.

USCC 54582

WE FIGHT FOR PRO-BUSINESS POLICIES

Many other groups oppose pro-business policies:

- Unions
- Bureaucrats
- Litigation-Hungry Attorneys
- Extreme Environmentalists

WE DEFEND AMERICAN BUSINESS AND THE FREE ENTERPRISE SYSTEM

"We will
organize
business...
in every
region of
the country."

JOHN J. SWEENEY
AFL-CIO President

USCC 54584

www.uschamber.com



U.S. Chamber Staff Specialists in Legislative and Regulatory Issues



Through your membership, you're putting the top legislative people to work for you directly. If you have a question about pending legislation, call Issue Specialist Dan Kush on our toll-free number, 800-638-6582, extension 3131, or e-mail dkush@uschamber.com.

A

Aerospace David Logsdon
Agriculture Ariel Gruswitz
Air Resources Management Michael Formica
Alternative Minimum Tax Phil Beram
Jim Zelasko

Americans with Disabilities Act Randy Johnson
Marc Freedman

Antidumping John Howard
Bill Morley

Antitrust Robin Conrad
Arbitration Randy Johnson
Asbestos Litigation Robin Conrad
Peter Lawson
Chad Jenkins
Myron Brilliant
Myron Brilliant
Tim Maney

East Asian Policy
Australian-U.S. FTA
Appropriations

B

Balanced Budget Amendment Martin Regalia
Banking Peter Lawson
Bankruptcy Peter Lawson
"Beck" Rights Randy Johnson
Biotechnology Walter Shaub
Ariel Gruswitz
Randy Johnson
Ann Beauchesne
Theresa C. Brown
Andrew Howell
Martin Regalia
Tim Maney
Phil Beram
Jim Zelasko
Jason Goldman

Blacklisting
Border Security

Budget—Federal

Business Activity Tax

Broadband

C

Campaign Finance Reform Bill Miller
Capital Gains Tax Phil Beram
Jim Zelasko

Central America/Caribbean Policy John Murphy
Chemical Use Ron Eidshaug
Walter Shaub

Chile—U.S. Trade John Murphy
China—U.S. Trade Myron Brilliant
Bill Morley

Civil Rights/EEOC Michael Eastman
Randy Johnson
Michael Formica
Michael Formica
Jack Clark
Michael Eastman
Randy Johnson
David Hirschmann
Randy Skoglund
John Howard
John Murphy
Scott Algeier

Clean Air

Clean Water

Compensatory Time

Corporate Governance

Counterfeiting

Cuba

Cyber Security

D

Data Quality Bruce Lundegren
Davis-Bacon Repeal Jack Clark
Randy Johnson
Tim Maney
Tim Maney

Defense Appropriations

Defense Contracting

E

E-Commerce Jason Goldman
Economic Policy Martin Regalia
Economic Sanctions John Howard
Bill Morley

Education Beth Buehlmann
Jack Clark
Chad Jenkins
Bill Miller
Bill Kovacs
Kate Sullivan Hare
Katie Mahoney
Aliya Wong

Election/Campaign Reform

Electricity Industry Restructuring

Employee Benefits

Employee Classification

Endangered Species Act

Energy Resources

Enterprise Zones

Entitlement Reform

Environmental Auditing

Environmental Justice

Env. Remediation Costs Deductibility

Ergonomics

Essential Workers

Estate and Gift Taxes

Eurasian Policy

European Policy

Expensing of Equipment

Export Controls

Export Promotion Policy

Fair Labor Standards Act

Family/Medical Leave Act

Farm Programs

Federal Prison Industries

Federal Training & Employment System

Financial Services

Food Safety

Foreign Assistance Act

Foreign Market Access

Foreign Tax Provisions

Foreign Workers

Free Trade Area of the Americas

Free Trade Agreements

Chile

Middle East

Morocco

Singapore

Southern Africa

Genetic Discrimination

Genetically Modified Organisms (GMOs)

Global Forum Shopping

Global Warming

Government Contracting

Government Performance & Results Act

Guard and Reserve Mobilization

H1-B Visas

Hazardous Waste Management

Health Care

Homeland Security

Home Office Deduction

Immigration

Import Remedies

Income Tax Reform

Indpt. Contractor/Emp. Classification

Phil Beram

Bruce Lundegren

Bill Kovacs

Martin Regalia

Martin Regalia

Bruce Lundegren

Bruce Lundegren

Phil Beram

Jack Clark

Marc Freedman

Randy Johnson

Theresa C. Brown

Randy Johnson

Phil Beram

Chris Myers

Martin Regalia

Jim Zelasko

Rupert Finke

Gary Litman

Scevole de Cazorze

Gary Litman

Phil Beram

John Howard

John Howard

Jack Clark

Michael Eastman

Randy Johnson

Michael Eastman

Ariel Gruswitz

Tim Maney

Beth Buehlmann

Peter Lawson

Ariel Gruswitz

John Howard

John Howard

Bill Morley

Phil Beram

Jim Zelasko

Theresa C. Brown

John Murphy

Mark Smith

John Murphy

Daeman Harris

Daeman Harris

Theresa C. Brown

Marc Freedman

Ariel Gruswitz

Robin Conrad

Walter Shaub

Tim Maney

Tim Maney

Jack Morton

Theresa C. Brown

Michael Formica

Kate Sullivan Hare

Katie Mahoney

Katie Strong

Ann Beauchesne

Andrew Howell

Chad Jenkins

Phil Beram

Jim Zelasko

Theresa C. Brown

Randy Johnson

John Howard

Martin Regalia

Phil Beram

Phil Beram

Individual Retirement Accounts (IRAs)

Information Access

Infrastructure/Transportation

Intellectual Property—Counterfeiting

Piracy Initiative

Intellectual Property—Patent Rights

Intellectual Property—Trade

Intermodal Transportation

Internet

Internet Tax

International Environment

International Labor

International Policy

International Trade

Job Training

Labor

Labor Law Reform

Latin America Policy

Legal Affairs

Legal Reform

Legal Reform Litigation

Medicare Reform

Mexican Immigration

Minerals

Monetary Policy

Minimum Wage

Medical Liability Reform

NAFTA

National Labor Relations Act

Natural Resources

Network Security

Nuclear Energy

Online Privacy

OSHA

Outer Space Business Development

Paid Leave

Paperwork Reduction

Pension Reform

Pensions and Disability

Prescription Drugs

Privacy—Consumer

Privacy—Financial

Privacy—Medical

Phil Beram

Chris Myers

Aliya Wong

Bruce Lundegren

Ashley Head

Ed Mortimer

Randy Skoglund

Michael Zaneis

Myron Brilliant

Jason Goldman

Myron Brilliant

Bill Morley

Ashley Head

Ed Mortimer

Michael Zaneis

Phil Beram

Martin Regalia

Jim Zelasko

Bill Kovacs

Mike Eastman

John Howard

John Howard

Bill Morley

Beth Buehlmann

Jack Clark

Jack Clark

Randy Johnson

Marc Freedman

John Murphy

Mark Smith

Robin Conrad

Matt Webb

Robin Conrad

Kate Sullivan Hare

Katie Mahoney

Katie Strong

Theresa C. Brown

Michael Formica

Martin Regalia

Jack Clark

Marc Freedman

Katie Strong

Bill Morley

John Murphy

Marc Freedman

Randy Johnson

Ron Eidshaug

Jason Goldman

Michael Formica

Peter Shin

Michael Zaneis

Jack Clark

Marc Freedman

David Logsdon

Mike Eastman

Bruce Lundegren

Chris Myers

Aliya Wong

Aliya Wong

Kate Sullivan Hare

Katie Mahoney

Chris Myers

Kate Sullivan Hare

Katie Mahoney

Katie Strong

Privatization

Procurement/Acquisition Reform

Product Liability

Property Rights

Punitive Damages

Recycling

Regulatory Affairs

RCRA

Regulatory Reform

Research & Experimentation Tax Credit

Retirement Security

Risk Assessment

Russia/Eurasia

Section 110

Securities Litigation

Small Business

Social Security

Solid Waste

Southeast Asia

Streamlined Sales Tax

Striker Replacement

Stock Options

S-Corporation Reform

Superfund

Taxes

Tax Relief—Small Business

Technology

Telecommunications

Terrorism

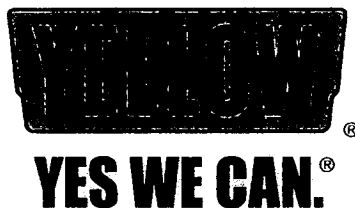
Terrorism—Insurance

Tobacco Regulation

Trade—Labor & Environmental Issues

Trade Remedy Laws

Transportation/Infrastructure



WE KEEP OUR PROMISES, SO YOU CAN KEEP YOURS.

- ☆ Less-Than-Truckload (LTL) Shipping Benefit exclusively for Chamber Members
- ☆ 56% Discount on all qualifying Yellow Standard Ground* LTL shipments



Yellow understands that every shipment is a commitment to your customers. At Yellow, we've been helping association members meet their commitments for decades. As a member of the U.S. Chamber, you'll enjoy a 56% discount on all qualifying Yellow Standard Ground less-than-truckload deliveries. Other membership benefits include:

- Easy enrollment process—just call and have your Chamber member number ready to enroll in the Chamber/Yellow program
- Dedicated, members-only toll-free number—800-293-0414
- State-of-the-art quoting, booking and tracking services available online 24/7
- Access to all of Yellow's LTL shipping solutions, including Standard Ground, Global, Volume and Exhibit Services
- World-class service from the transportation provider named #1 in its industry by Fortune magazine—in both 2003 and 2004—giving you peace of mind for you and your customers

Take advantage of this exclusive membership benefit today!

For more information, please contact us at:

☎ 800-293-0414 🌐 <http://www.uschamber.com/member/benefits/yellow>

*This discount applies to Standard Ground; a Yellow LTL service.

U.S. Chamber of Commerce

*By invitation and having been duly elected
by the Chamber's Board of Directors*

MEMBER

*is a Member of the
U.S. Chamber of Commerce*

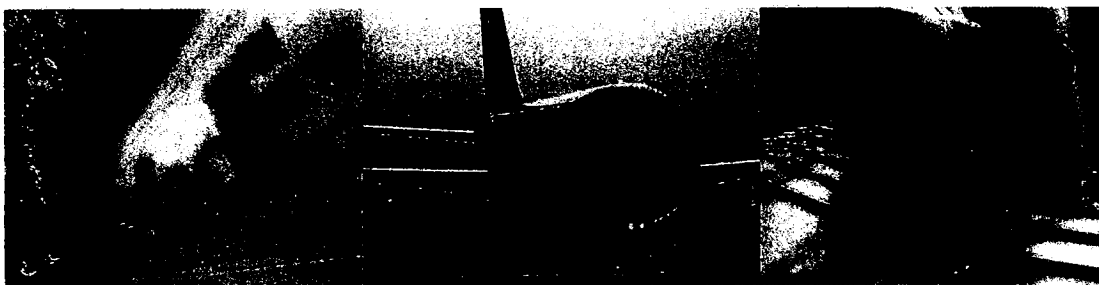


*Thomas J. Donohue
President and CEO*



SHIPPING DISCOUNTS

- ☆ Save up to 20%.
- ☆ Both FedEx Express and FedEx Ground.
- ☆ Set up a new account or save with your current one.



The U.S. Chamber of Commerce has endorsed FedEx as its exclusive shipping services provider for Chamber members. FedEx has shipping solutions for every business need whether it's envelopes, boxes, or palletized freight, and shipments across the state or around the world.

The following discounts on FedEx services will be offered:

- 20% on FedEx Express Priority and Standard Overnight Envelopes
- 13% on most other FedEx Express shipping, including 2- and 3-day services*
- 13% on FedEx International Priority and Economy services
- 4%–12% on FedEx Ground:
 - 4% on packages weighing 1-15 lbs.
 - 8% on packages weighing 16-30 lbs.
 - 12% on packages weighing 31-150 lbs.
- 5%–7% on FedEx Express Freight**

To sign up for an account or to use your existing account, have your member ID ready and call 800-345-6227 and reference U.S. Chamber code 150.

*Excludes FedEx First Overnight® and FedEx SameDay® Services
 **Palletized shipments weighing more than 150 lbs.

USCC 54590



FAST, EASY AND EFFECTIVE RECRUITING SOLUTIONS WITH MONSTER.COM



Monster®, the leading global online careers and recruitment resource, makes finding and hiring qualified job candidates easy with powerful tools, lower costs and faster results than any other methods of recruiting.

Attracting and retaining talent is a key challenge for small and medium businesses. Hiring, which may be the most critical thing they do, is probably the thing that they spend the least amount of time on, given the diverse responsibilities of every small and medium business employee.

Monster provides the tools and resources necessary to help growing businesses target and hire the right candidates, across any industry and in any location.

As the exclusive online recruiting solutions provider endorsed by the U.S. Chamber of Commerce, members receive many benefits including:

- ✧ Access to our Hiring Toolkit
- ✧ FREE one time, 60-day single job posting
- ✧ 15% discount on future job postings
- ✧ 10% off 5 job pack purchases
- ✧ 30% off single job plus 2 week resume package
- ✧ 15% off all other Monster products and services

For more information, please contact us at:



 www.uschamber.com/member/benefits/monster  877-870-2158

EXHIBIT 12



U.S. Chamber of Commerce

Your Support Made a Difference in 2006

Now We Need Your Help to Replenish Our Resources for the Challenges Ahead!

Thank you for taking time to speak with me about rebuilding our resources to support pro-business congressional candidates and policies.

During the 2006 election cycle, the Chamber's unprecedented political outreach made a difference in a number of key races.

In spite of our efforts, the pro-business majority in Congress has been substantially reduced and the business community now faces much greater challenges in the new 110th Congress, including the possibility of:

- higher taxes on small businesses
- more unnecessary and costly government regulations
- more government paperwork burdens on business
- laws and regulations making it easier for labor unions to organize your business
- more restrictions on the awarding of government contracts

Politics does not stop after an election. The political process is now a full-time, multibillion dollar business that requires a 100% commitment if an organization wants to play a key role in the outcome of future elections.

The Chamber is committed to playing this role at all times for the business community.

The Chamber must now rebuild its resources to:

- provide the support pro-business candidates need in special elections
- work with our Federation partners to recruit pro-business candidates
- expand our political and legislative grassroots resources, including VoteForBusiness.com
- build support on Capitol Hill for pro-business legislation

Please help us prepare for the political and legislative challenges ahead!

Information & Resources

- [The State of American Business](#)
- [VoteForBusiness.com](#)
- [Key Issues](#)
- [Policy Priorities](#)
- [Accomplishments](#)
- [2006 Elections](#)
- [Election Resources](#)

COLE EXHIBIT 12

Offered by Opposer, The Chamber of
Commerce of the United States of America
The Chamber of Commerce of the United
States of America v. United States Hispanic
Chamber of Commerce Foundation
Opposition Number 91/156,321



The U.S. Chamber of Commerce is the world's largest business federation, representing 3 million businesses and organizations of every size, sector, and region.



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**Your Support Made a Difference in 2006
Now We Need Your Help to Replenish Our Resources for the
Challenges Ahead!**

Thank you for taking time to speak with me about rebuilding our resources to support pro-business congressional candidates and policies.

During the 2006 election cycle, the Chamber's unprecedented political outreach made a difference in a number of key races.

In spite of our efforts, the pro-business majority in Congress has been substantially reduced and the business community now faces much greater challenges in the new 110th Congress, including the possibility of:

- higher taxes on small businesses
- more unnecessary and costly government regulations
- more government paperwork burdens on business
- laws and regulations making it easier for labor unions to organize your business
- more restrictions on the awarding of government contracts

Politics does not stop after an election. The political process is now a full-time, multibillion dollar business that requires a 100% commitment if an organization wants to play a key role in the outcome of future elections.

The Chamber is committed to playing this role at all times for the business community.

The Chamber must now rebuild its resources to:

- provide the support pro-business candidates need in special elections
- work with our Federation partners to recruit pro-business candidates
- expand our political and legislative grassroots resources, including VoteForBusiness.com
- build support on Capitol Hill for pro-business legislation

Please help us prepare for the political and legislative challenges ahead!

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U.S. Chamber of Commerce

Help the U.S. Chamber Build a Consensus for a Balanced National Energy Plan

We Must Reduce Our Growing Dependence on Imported Energy

Thank you for taking the time to speak with me about our nation's energy future. Abundant and reasonably priced energy is one of the most important components necessary to produce economic growth. Our nation is becoming more and more dependent on unstable sources of imported oil. Currently, about three out of every five barrels of crude oil that we consume daily is imported. That figure will continue to rise unless we act! Expanding world oil consumption, the actions of the OPEC cartel, and unrest in major oil-producing regions have caused oil prices to fluctuate dramatically in recent years and months. Small businesses are especially vulnerable to sharp increases in energy prices. We simply cannot allow our growing dependence on unstable sources of energy to continue.

What the Chamber Is Doing

The Chamber is creating a national energy institute to take a comprehensive look at our nation's energy policies. We must educate the public and policymakers and build a bipartisan consensus on a balanced national energy plan, one that can be passed by Congress and signed into law by President Bush. Reaching agreement will not be easy. But making this effort is essential to creating a prosperous economic future!

Why We Need Your Help

- The American public must be educated on why this issue is so important.
- Lawmakers and policymakers must be brought together to work on commonsense ways to ensure America's energy future.
- A balanced bipartisan plan must be agreed upon that includes expanding domestic energy production, getting more energy from alternative technologies, developing promising new technologies, improving efficiency, and expanding conservation.
- The global climate change issue must be addressed as part of this process.
- The Chamber's national energy institute can bring all parties together to reach a consensus on an effective national energy plan.

I look forward to speaking with you again on how we can work together to advance this effort that is so important in determining our nation's economic future. If you have questions, please call 800-833-9106, extension XXX.



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U.S. Chamber of Commerce

Help the U.S. Economy & Help Make Our Health Care System Better for Business

Thank you for taking the time to speak with me about the health care crisis. Health care is the number one issue facing most businesses and market-based incentives are better than federal mandates. That's why we need your help to continue this important fight. We are working hard to reform our nation's broken health care system.

The Current State of Health Care in the U.S.

46.6 million Americans are uninsured and 60% either work for a small business or are dependent on someone who does! Small businesses are facing double-digit premium increases year after year and greedy trial lawyers are getting rich by filing frivolous lawsuits that drive up insurance costs. Something must be done immediately to provide both employers and employees with affordable, high-quality health care. The U.S. Chamber of Commerce, your voice in Washington, DC, is leading the fight and we need your help now!

Small Business Member Benefits

- Access to "members only" sections of the Small Business Center
- Discounts on products and services from the affinity partners
- The Chamber's e-newsletter, uschamber.com Weekly
- Legislative alerts for small businesses notifying them of pressing policy initiatives
- The Chamber's monthly publication, uschamber.com

We Need Your Support for Health Care Reform

- Pass Small Business Health Fair legislation to give workers of all sizes the right to choose their own health insurance
- Apply for federal health care reform to help you and your employees
- Expand Health Savings Accounts (HSAs) and make them more flexible
- Reform the federal tort system to prevent frivolous lawsuits that increase costs and drive people out of business

We need your help to make these changes a reality!

With rapidly rising costs, increasing numbers of uninsured, and angry constituents back home, it's up to us to tell Congress what's good for our business, our employees, and our community.

I look forward to speaking with you again soon on how we can help improve health care in America. I will follow up with you in the near future, or if you have any questions please call 800-833-9106 extension XXX.



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Why We Need Your Support on Health Care Reform

- Pass Small Business Health Plan legislation to lower the cost of insurance and expand coverage.
- Allow self-insured individuals to deduct the cost of their health insurance.
- Expand Health Savings Accounts (HSAs) and make Flexible Spending Accounts (FSAs) more flexible Reform the medical tort system to prevent frivolous lawsuits that increase costs and drive doctors out of business.

We need your help to make these changes a reality!

With rapidly rising costs, increasing numbers of uninsured, and angry constituents back home, it's up to us to tell Congress what's good for our business, our employees, and our community.

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Thank you for taking the time to speak with me about the important issue of legal reform and its impact on the U.S. Economy. Our adversaries are as tough as they have ever been--perhaps even more so because now they have been challenged. They have unlimited funds and retain impressive political clout. That's why we need your help to continue this important fight.

Over the past decade, class action filings rose more than 300% in federal courts and 1,000% in state courts. We called on the 109th Congress to pass the Class Action Fairness Act to help reduce court shopping and frivolous lawsuits. Thanks to the hard work of Chamber members and staff, this bill has become law--a major victory for businesses across the U.S. This new law is an example of the great strides the Chamber and its Institute for Legal Reform have made in protecting U.S. businesses from the financially draining effects of trial and class action lawyers. But there is more to do.

- Access to "members only" sections of the Small Business Center
- Discounts on products and services from the affinity partners
- The Chamber's e-newsletter, uschamber.com Weekly
- Legislative alerts for small businesses notifying them of pressing policy initiatives
- The Chamber's monthly publication, uschamber.com

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reduce frivolous lawsuits and combat skyrocketing insurance rates. We will do this by conducting public education campaigns, speaking on behalf of the business community on Capitol Hill, challenging anti-business, precedent setting cases at all levels of the judicial system level, putting representatives in place that share our view, and driving the trial bar out of jackpot jurisdictions. I look forward to speaking with you again soon on how we can help restore common sense and fairness to our legal system.



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Class Action Reform Success Story

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Why We Need Your Support on Legal Reform

- Trial lawyers are a profit-driven business with a strategy built around long-term expansion.
- The trial lawyer industry brings in \$40 billion annually—that's more than Microsoft or Intel.
- Trial lawyers spent more than \$50 million in both the 2000 and 2002 elections and as much as \$100 million in the 2004 elections!
- More than 50 cents of each dollar paid out by asbestos defendants and insurers go to trial lawyers and their causes, not to plaintiffs.
- The U.S. tort system costs \$260 billion annually—that's \$886 per year for every American or 2.2% of our GDP.
- Small businesses alone pay \$88 billion annually.
- America's litigation climate is putting us at a competitive disadvantage.

Big Challenges Remain

With a victory on class action reform, the Chamber will continue to fight for much needed reforms to reduce frivolous lawsuits and combat skyrocketing insurance rates. We will do this by conducting public education campaigns, speaking on behalf of the business community on Capitol Hill, challenging anti-business, precedent setting cases at all levels of the judicial system level, putting representatives in place that share our view, and driving the trial bar out of jackpot jurisdictions. I look forward to speaking with you again soon on how we can help restore common sense and fairness to our legal system.

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U.S. Chamber of Commerce

We Are Your Strong Champion Here in the Nation's Capital

Help the U.S. Chamber Continue to Effectively Represent Your Business in 2007

Thank you for taking the time to speak to me about the challenges facing your business and small businesses everywhere.

Our mission is to effectively represent you and your business in Washington, D.C., where laws are enacted and regulations are issued and enforced.

What Congress, government agencies, and federal courts do can have a big impact on your bottom line. That's why we need your help to fight for policies that stimulate economic growth and help grow your business and fight against those that place new burdens on the economy and hurt your business.

The Best Representation Is Absolutely Necessary, but It Is Not Cheap!

- In 2005, we spent 38.9 million lobbying for business.
- In just the first half of 2006, we spent \$23.5 million lobbying for business.

We are the #1 lobbying organization based on reported expenditures.

We were able to convince Congress to cut taxes and reduce regulatory burdens on small businesses. We stopped many bad proposals that would have drained more money from your business.

But there are many new challenges ahead in 2007!

Why We Need Your Support:

- to reduce skyrocketing health care costs for small businesses
- to reduce huge energy costs for small businesses
- to defend and extend enacted tax cuts for small businesses
- to prevent more mandates and regulatory burdens from being imposed on small businesses
- to advance more legal reforms to reduce the number of frivolous lawsuits

- to expand trade opportunities overseas

Your support will help us achieve these important goals!

I look forward to speaking with you again on how we can work together to create policies that help small businesses prosper and create more jobs. I will follow up with you soon. If you have any questions, please call 800-833-9106, extension XXX.



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U.S. Chamber of Commerce

Tax Increases Will Hurt Small Businesses!

Help the Chamber Convince Congress Not to Raise Taxes on Small Businesses!

Thank you for taking time to speak with me about the threat of higher taxes and new withholding requirements that will be imposed on small businesses. The U.S. Chamber is fighting hard to prevent this from happening!

The Chamber is strongly urging Congress to make small business tax cuts permanent. Without Congressional action, small businesses will face higher taxes:

- In 2007, the alternative minimum tax (AMT) exemption will decrease from \$42,500 to \$33,750 for single filers and from \$62,500 to \$45,000 for married couples filing jointly.
- In 2010, Section 179 small business expensing will automatically decrease from a base of \$100,000 to \$25,000, and the phase out of the deduction will begin when investments in qualifying property exceed \$200,000, down from \$400,000, for that year.
- In 2011, the child tax credit will automatically decrease from \$1,000 to \$500.
- In 2011, marginal income tax rates will automatically increase.
- In 2011, tax rates for capital gains and dividends will automatically increase.
- In 2011, the estate tax will automatically return in full force to the tax code.
- In 2011, the 3% government contractor withholding mandate goes into effect at the federal, state, and local government levels.

We Need Your Help!

Help the U.S. Chamber convince lawmakers to make small business tax cuts permanent!

Member companies of your size are investing from \$_____ to \$_____. I look forward to speaking with you again on how we can work together on these important tax issues affecting small businesses. If you have any questions, please call 800-833-9106, extension XXX.



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U.S. Chamber of Commerce

Dear Mr. Doe:

With every business decision in 2007, the criterion you most carefully evaluate is your anticipated return on investment. Your decision to renew your membership with the U.S. Chamber of Commerce is no exception. In return for your membership dues, here are just a few examples of **what the U.S. Chamber did for you** during 2006:

- **Legal Reform:** Helped secure the adoption of a number of state legal reform measures, including joint and several liability reform, caps on appeal bonds, and limits on punitive damages
- **Taxes:** Helped secure a two year extension of the R&E tax credit as well as expanded Sec. 179 small business annual expensing through 2009
- **Health Care:** Secured enactment of legislation that increases annual limits and funding sources for HSAs
- **Energy:** Helped secure passage of access to domestic oil, creating a more energy independent nation
- **Education:** Supported education and workforce development legislation to strengthen U.S. education performance and workforce competitiveness

Small Business Member Benefits

- Access to the **Small Business Center**
- **Discounts** on products and services from affinity partners
- **uschamber.com Weekly**, the Chamber's e-newsletter, and **uschamber.com**, the Chamber's monthly publication
- **Legislative alerts** on pressing policy initiatives
- Discounted tickets for **America's Small Business Summit**, May 23-25, 2007

We look forward to representing you in 2007. A handful of priorities leading our **member-driven 2007 agenda** include:

- **Health Care:** Work to reduce health care costs and increase accessibility for small businesses; Oppose any efforts to expand Family and Medical Leave Act (FMLA) leave or mandate paid sick leave for small companies.
- **Taxes:** Repeal or substantially reform the alternative minimum tax (AMT)
- **Legal Reform:** Pass legislation that would cap punitive damage awards and establish proportional liability for small businesses

With your continued support, the U.S. Chamber can create a positive and productive climate for companies like yours. Member companies of your size are making investments from \$___ to \$___. I will contact you by telephone in the near future to further discuss how the Chamber can work for you.

Kind regards,



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EXHIBIT 13



NEW MEDIA STRATEGIES

New Media Strategies

New Media Strategies is an online market intelligence and real-time communications company. We are in the business of protecting and promoting the interests, images and brands of corporations, films and products on the Internet.

Hundreds of millions of consumers (943 million worldwide by 2005) flock to the online communities of the Internet to interact, communicate and discuss their interests and experiences. Consumers use these forums to discuss current events, the latest films, TV shows and music releases, as well as to compare notes about stocks, corporations and products. A recent *Variety* article showed that positive online "word of mouth" can add up to \$15 million to the bottom line of a film and/or product. Conversely, as seen in dozens of cases on Wall Street over the past year, negative online word of mouth can shatter consumer/investor confidence and send stocks and bottom lines plummeting by hundreds of millions of dollars.

With so much at stake, today's leading corporations and best-known brands need to be able to mitigate the pitfalls of the Internet and harness its tremendous opportunities to protect and promote their bottom line. That is why so many top companies turn to New Media Strategies.

Innovative and Unrivaled: The NMS Record

"New Media Strategies' innovative services add tremendous value to our traditional outreach and communications efforts."

**– Kim Miller, Senior Director of Public Relations
Burger King Corporation**

Over the past three years, NMS has built an unrivaled 'blue-chip' client list that includes some of the *world's leading corporations and brands* including: AOL Time Warner, Burger King, Citigroup, Disney, MacAndrews & Forbes, Northwest Airlines, Orbitz, Paramount Pictures, Red Bull, RCA Records, Sony, and The U.S. Chamber of Commerce.

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"You guys were great! We love your work. Thanks for your help in making us #1 at the Box Office!"

– Paramount Pictures

Last year, in the entertainment industry our innovative services promoted the launch of five movies that hit *the top spot* at the box office and combined to **gross over \$1 billion for our clients**. In 2002, NMS' record of success continues, as eight films ("*The Lord of the Rings*," "*Crossroads*," "*Panic Room*," "*Spiderman*," "*The Sum of All Fears*," "*Lilo and Stitch*," "*Austin Powers in Goldmember*" and "*Signs*") we promoted and protected online went to number one. We also played a key role online in creating a buzz about the summer of 2002's most talked about TV hit, "*American Idol*."

In Corporate America, we have helped protect our clients from costly and crippling labor strikes, shut down damaging and false rumors about leading products, and have acted as an "early warning" radar to prevent anti-corporate protests from disrupting annual shareholders meetings. As millions of shareholders actively use the Internet to track stocks and exchange information about companies and products, NMS helps our corporate clients protect and promote their bottom line.

In the public affairs arena, our services were even used as a cutting-edge communications weapon in the closest Presidential election in history. As the leader in our industry, NMS has made a significant impact in transforming the way our clients *market to and communicate with* their customers.

How We Add Value: NMS Brand Protection and Brand Promotion Services

In developing our Online Brand Protection and Promotion services, New Media Strategies created a new way of using the Internet to connect with and learn from consumers. Think of our services as the combined universe of corporate marketing, public relations, crisis communications and customer relationship management, all rolled into one "*real-time*" weapon. Due to the depth and breadth of the Internet, NMS is able to connect with people around the world and influence consumer views and perceptions regarding corporations, brands, products and issues. Here is how:

Online Business / Competitive Intelligence

Focusing on the interactive areas of the Internet such as online communities, message boards, chat rooms and newsgroups, we mine key data using our proprietary Brand Perception Index technology and methodology. This qualitative and quantitative data is then analyzed and turned into **Brand Perception Index Reports (BPI)** that provide our clients with valuable market and consumer intelligence about the online perception of their corporation, products and brands.

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Online Brand Protection

Online Monitoring – NMS' online monitoring efforts keep an "eye" on what consumers, competitors and shareholders are saying – *in their own words* – about our clients, their products and their management teams, and how this impacts our clients' bottom line.

Cyberstrike™ – Online Rapid Response Services – Once our monitoring efforts identify potential and/or existing threats to our clients, NMS can help *fight back by countering misinformation, criticism and/or rumors* (as appropriate) that can damage their reputation, share price and sales.

Online Brand Promotion

Online Viral Marketing (Word of Mouth Public Relations) – NMS can help increase our clients' brand awareness and create a pro-active, positive "buzz" about their products, films, releases and/or management efforts that ultimately bolster their bottom lines.

Who We Are: Key Management Bios

Pete Snyder, Founder and CEO, New Media Strategies, Inc.

Pete is the CEO of New Media Strategies, Inc. As former political media consultant and a pollster to Rudy Giuliani, Pete regularly appears as a commentator on the Fox News Channel and MSNBC. *Washington Business Forward* magazine recently named Pete and New Media Strategies to its *Next Network* of business and technology "rising stars."

Drawing on his background as a pollster and a media consultant, Pete founded New Media Strategies (NMS) and created a new market in the communications and market research industries. Using technology to tap into the power of the Internet, NMS helps leading corporations and causes to protect and promote their brands online.

Under Pete's leadership, New Media Strategies has built a client list unrivaled by any single marketing or communications firm; one that features some of the best known brands and corporations in the world including, among others: AOL Time Warner, Burger King Corporation, Citigroup, Disney, Elektra Records, Northwest Airlines, Orbitz, Paramount Pictures, RCA Records, Red Bull, Sony and the U.S. Chamber of Commerce.

Pete has been covered in the Washington Post, Washington Business Journal, The Chicago Tribune, Los Angeles Times, New York Post, and the Philadelphia Daily News. He has also served as a marketing and political expert on *CNBC*, *The News with Brian Williams*, the *CBS Evening News with Dan Rather*, the *Fox News Channel*, *Hannity and Colmes*, and *Fox and Friends*.

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***Online Brand Perception Audit
for
U.S. Chamber of Commerce***



***Prepared by New Media Strategies (NMS)
December 16, 2002***

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Executive Summary: Brand Perception Report Highlights

- Early brand perceptions appears to point to a need for a clearer, more uniform, and more targeted message from the USCC to targeted demographics.
- The Good News: Overall USCC name ID is high (62% of the General Public and 99% of Political Insiders) as is brand awareness of the Chambers core competencies: Lobbying and Election Influence among Political Insiders/Activists and Influencers. The USCC is a widely known and well-respected brand.
- The Bad News: Our initial research indicates an overall "softness" for the USCC among Small Business Owners.

REDACTED

Online Brand Perception Audit Methodology

This Online Brand Perception Audit provides analysis of opinions and trends about the U.S. Chamber of Commerce (USCC) as well as competitive business intelligence about other influential business-related associations, namely the National Federation of Independent Business (NFIB) and the National Association of Manufacturers (NAM). NMS monitored and collected qualitative and quantitative data from a universe of over 250,000 of the most visible, active and relevant websites, message boards and chat rooms of the Internet to provide an analysis of the U.S. Chamber's brand awareness among key demographics.

In conducting our research for the USCC, New Media Strategies culled through ***more than 25,000 conversations from over 3,000 individuals*** from five key target demographics as identified by the U.S. Chamber of Commerce:

Small Business Owners: For the purposes of this audit, small businesses are defined as companies with less than 100 employees who generally have a local or regional business focus. We surveyed opinions from the top online small business communities with the greatest reach of business owners and entrepreneurs, such as, among many others, Google Entrepreneurs (misc.entrepreneurs) and the online home of *Inc. Magazine* (www.inc.com).

Investors / Wall Street and Financial Professionals: In exploring "Large Business" perspectives, defined for this audit as companies with more than 100 employees who generally have a national or international focus, we surveyed the leading financial and investor-focused online communities, such as, among others, Yahoo Finance (www.finance.yahoo.com), AOL Money (www.aol.com), Raging Bull (www.ragingbull.com) and The Motley Fool (www.fool.com).

Influencers: To gain a pulse on the perceptions of "Influencers," we surveyed the leading media / journalist, academic, and foreign and legal communities, including, among others, TV Spy (www.tvspy.com) (a TV News Industry community), Ivy League faculty communities, EU Actions, and Lawyers.com.

Political Insiders / Political Activists: In gathering opinions of "political insiders and activists," we surveyed a wide sample of the leading political and activist communities and websites on both sides of the partisan divide. The vast majority of these communities focus on "Inside the Beltway" activities and closely watch political and policy happenings in Washington, but we have also included "activist" communities and organizations associated with single- or multi-issue campaigns. Examples include, among others, Capital Grilling (www.capitalgrilling.com), Free Republic, a conservative community (www.freerepublic.com), www.sba-list.org (a leading pro-life site), Democrats.org (www.democrats.org), Democratic Underground (www.democraticunderground.com), and various labor communities.

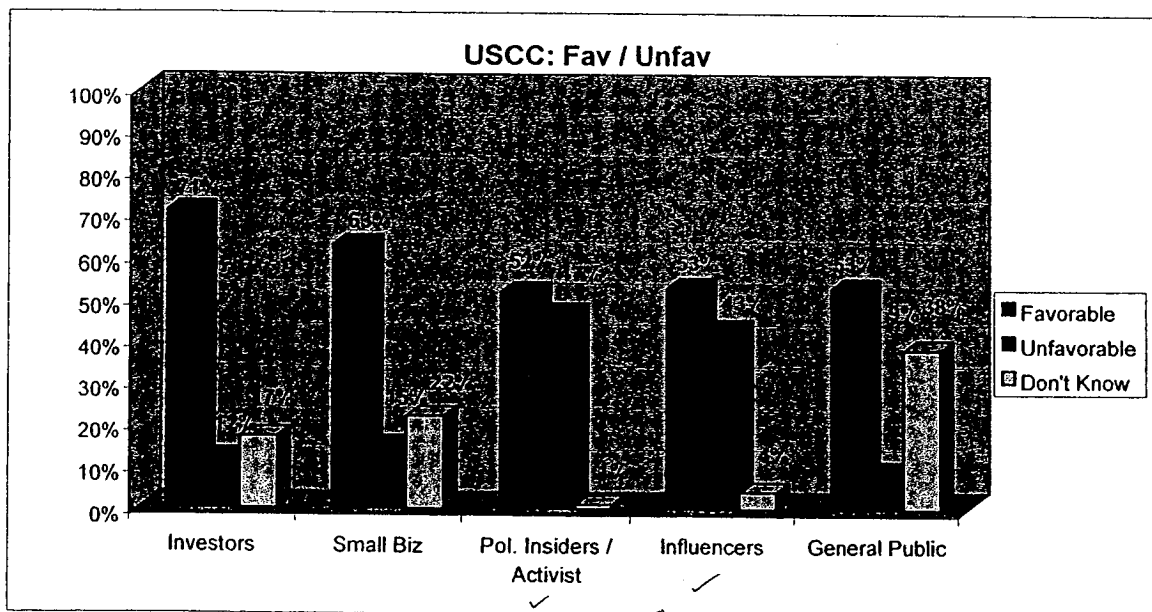
General Public: In providing perceptions for the general public, we surveyed the overall leading "mainstream" (or "portal") communities of the Internet, including, among others, Yahoo! (www.yahoo.com), AOL (www.aol.com) and MSN (www.msn.com). These communities reflect the widest reaching, most demographically diverse and ideologically broad communities and websites available.

REDACTED

A MILE WIDE AND AN INCH DEEP

USCC ID and Brand Perception

True to its long history as one of the best known and respected business associations, the U.S. Chamber of Commerce enjoys strong name ID and net favorable views from every key demographic group that we surveyed. Among business-oriented demographics (Investors and Small Business Owners), The USCC is incredibly well regarded as favorable perceptions outweigh unfavorable views by more than 4 to 1 for both groups (5.9 –1 and 4.2 –1 respectively).



Due to its extensive record in political activities and advocacy efforts, it is not surprising that the USCC boasts ***nearly universal name ID among Political***

Insiders / Activists and "Influencers." Both target groups, however, hold the highest unfavorable views of the USCC, with left-leaning activist groups driving up negatives among Political Insiders and the media (due to "bias" and, as many specifically mentioned, the USCC's efforts against campaign finance reform and its support for ANWR drilling) doing the same with Influencers.

Overall awareness of the USCC by the General Public appears to be somewhat soft as over a third (38%) are not aware of the Chamber. Additionally, as nearly a quarter (22%) of Small Business Owners have little or no recall of the USCC, this softness suggests some areas to focus on in a potential re-branding campaign.

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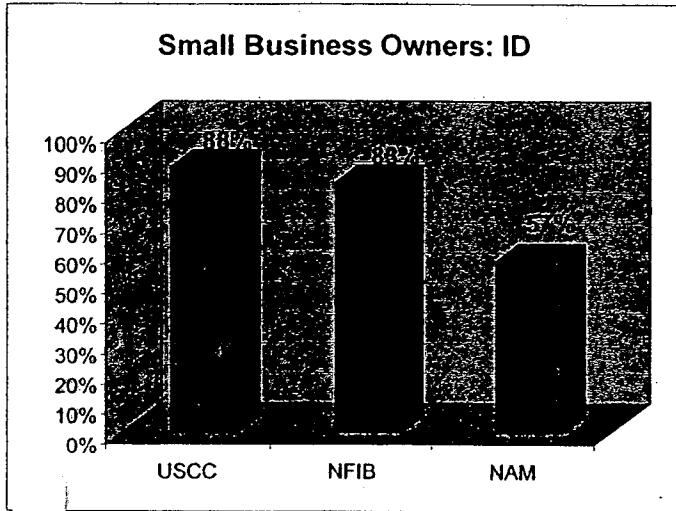
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While the USCC still holds a slight edge (+5%) in name ID over the NFIB among Small Business Owners,



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Conclusion / Next Steps

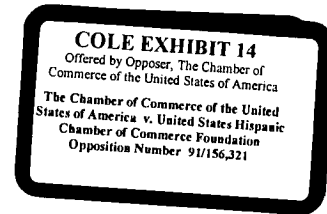
Overall, the U.S. Chamber of Commerce is a well-known and widely respected brand. You enjoy strong name ID and solid brand ID in your core services of "Lobbying Government" and "Election Influence" with Political Insiders / Activists, Investors and Influencers.

REDACTED

EXHIBIT 14



THE WINSTON GROUP



Key Findings

- The brand image of the US Chamber is favorable, and the sales experience is usually positive. However, members are more likely to describe Chamber membership as "somewhat valuable" rather than "very valuable".
- In terms of the most valuable membership benefits, members are most interested in the Chamber's pro-business lobbying efforts, staying informed on important business issues and being part of a large body of small business owners. However, the focus groups revealed that most are unable to identify specific benefits of membership that directly impact them.
- Although important, the issue of taxes is no longer the dominant small business issue. Small business owners are now facing significant challenges on taxes as well as health care/insurance, regulation and litigation.
- There is the sense that the US Chamber pays more attention to big business than small business, and about half of the small business membership feels that they are not an important part of the Chamber.
- Small business members are most vulnerable to leaving during the first 5 years of membership, and if the Chamber can keep a member for at least 5 years, the likelihood that they will remain a member increases significantly.
- In terms of new membership benefits that appeal to new small business members, members and prospects are most interested in new benefits that would enhance their ability to have their voices heard and also that would have a more direct impact on them and their business.
- Many members are looking to become more involved and a more active part of the US Chamber.

Methodology

Focus Groups

The Winston Group conducted six focus groups at the end of January and early February in three cities: Alexandria, VA; Houston, TX; and Denver, CO. Two groups were comprised of former Chamber members. Two were conducted with current members of less than five years. Two were conducted with current members of less than five years, and the final two groups consisted of current members of more than five years.

One-on-One Interviews with Prospective Members

The Winston Group conducted a series of one-on-one interviews with 20 prospective members (February 3-10). In this group, most had been contacted by a Chamber salesperson but had declined membership. This approach provided a more in-depth understanding of the reasons behind a potential customer's decision to decline membership.

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National Survey

The Winston Group conducted a national survey of 400 current small business members and 200 prospective small business members. Field dates were February 10-17. The questions and content of the survey were based on information gathered in the focus groups and interviews with prospective members.

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One-on-One Interviews with Sales Representatives

The Winston Group conducted one-on-one interviews with ten field sales representatives February 17-19. The goal of these interviews was to glean first-hand experience in trying to reach small business customers.

Image of the US Chamber

The research clearly shows that the brand image of the US Chamber is a positive one.

	Members Less than 5 Years	Members 5+ Years	Prospects
Strongly Favorable	30	43	23
Somewhat Favorable	46	50	45
Unfavorable	6	4	9
Don't Know	18	3	24

Overall, the Chamber's image topped its competitors. There was some knowledge of the NFIB, but the focus groups showed that most respondents had little understanding of what the NFIB actually does. Local Chambers are generally viewed positively as well, but few members of the national Chamber were also members of their local organization. Trade associations were viewed positively because, as several focus group respondents said, they offer tangible, practical benefits, i.e. industry events, networking, resources and information.

The following chart compares the image of the Chamber with its closest competitors.

	Members (Favorable-Unfavorable)	Prospects (Favorable-Unfavorable)
US Chamber	91-3	68-9
Local Chamber	83-7	75-14
NFIB	76-6	55-7
Trade Associations	73-13	70-11
Write Your Congressman	54-9	51-10

Sales Experience

The survey showed that the sales experience is usually positive among members and prospects.

Positive/Negative Experience with Salesperson or Sales Call	Members	Prospects
Very Positive	28	18
Somewhat Positive	45	32
Neutral	22	40
Somewhat Negative	4	6
Very Negative	0	2

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Value of Membership

While a majority of Chamber members feel that membership is valuable to some degree, for most, members are much more likely to describe Chamber membership as somewhat valuable rather than very valuable.

How Valuable is Chamber Membership?	Members Less than 5 Years	Members 5 Years+
Very Valuable	13	8
Somewhat Valuable	62	79
Somewhat Not Valuable	14	8
Not Valuable At All	10	2

Current Small Business Environment

Based on the research, the most important issues facing small business owners today are taxes, health care/insurance, regulation and litigation. However, the issue of taxes is no longer the dominant issue that it once was. While tax policies are still the top concern of small business owners, insurance is a very close second. Government regulation is also a priority issue.

Most Important Small Business Issue	Members Less than 5 Years	Members 5 Years+	Prospects
Taxes	41	37	43
Insurance/Health Care	30	32	31
Regulation	20	20	18
Litigation	7	7	6

Perception of Benefits

When asked to name the most valuable benefit of Chamber membership, members cited three reasons:

- The Chamber's pro-business lobbying efforts 39%
- Keeping them informed on important business issues in Washington 22%
- Being part of a large, powerful body of small business owners 18%

However, the focus groups revealed that current, former and prospective members are unable to identify specific benefits of membership that directly impact their small business. They understand the abstract value of the Chamber's national legislative efforts and support those efforts, but they are not able to translate that abstract value into defined benefits for themselves and their businesses. The value-based disconnect between the Chamber and its current and potential members poses a significant barrier to maintaining and increasing Chamber membership.

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Big Business Vs. Small Business Perceptions

In the focus groups, we found that people believe that the US Chamber pays more attention to big business than small business. This attitude was also confirmed in the survey in that half of small business members felt that they were not an important part of the Chamber.

Do you feel that you are an important part of the US Chamber or not?

- Yes 50%
- No 48%

Likelihood of Membership Renewal

Chamber members are most vulnerable to leaving during the first 5 years of membership. According to the Chamber's database, an overwhelming majority of lapsed members are those who belong for 3 years or less. Moreover, if the Chamber can keep a member for at least 5 years, the likelihood that they will remain a member increases significantly.

Likelihood of Renewing Membership	Members Less than 5 Years	Members 5-10 Years	Members 11+ Years
Definitely Likely	33	43	54
Somewhat Likely	36	41	35
Uncertain	17	13	5
Somewhat Unlikely	6	1	2
Not Likely at All	8	2	3

Because the likelihood of renewing is better among long-term members, then members less than 5 years should be the priority group for membership retention.

Membership

New Members (Members Less than 5 Years)

For the Chamber's newest members, its lobbying efforts on behalf of small business issues clearly outdistances the next closest value – getting input through surveys – by more than 30 points. This is the push benefit that is most important to their decision to remain a member.

New members also want their voices to be heard by having the opportunity to give their input through surveys (41%). Moreover a significant percentage (37%) expressed interest in creating a small business index of economic indicators so that policymakers would have a better understanding of the small business environment.

New members also want to know that they are getting a return on their investment in Chamber membership. They want the Chamber to work with local and regional Chambers on issues that affect them (40%). They also want regular updates about legislation affecting them (38%) and periodic progress reports on what the Chamber is accomplishing in Washington.

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How important or not important is each of the following to you?	Very Important to Remaining a Member
Lobbying lawmakers on issues that are important specifically to small business	74
Getting the input of small business members through surveys	41
Working with local and regional Chambers on issues that affect small business members	40
Regular updates and advance notice of legislation that affects small business	38
Periodic progress reports on legislation and other accomplishments	37
Creating a small business index to give policymakers a better understanding of the small business environment	37

Prospective Members

Prospective members consider a number of factors in deciding whether to join the Chamber. As the data shows, prospects are favorable to the idea of joining the Chamber, but are prone to categorize themselves as "somewhat likely" rather than "definitely likely".

Likelihood of Joining the Chamber	Prospects
Definitely Likely	10
Somewhat Likely	31
Uncertain	22
Somewhat Unlikely	15
Not Likely at All	23

When given a series of existing membership benefits from which to choose as most valuable to them, prospective members ranked their priorities in the following way:

Most Valuable Membership Benefits to Prospects	Prospects
Pro-business lobbying	27
Keeping you informed about important issues	15
Being part of a large, powerful body of small business owners	12
Helpful business information	8
General business promotion	8

Prospective members were then given a list of "push benefits" with a small business characterization and then asked how each would impact their decision to join the Chamber.

Benefits that Would Have a Positive/Negative Impact on Your Decision to Join the Chamber	Very Positive Impact on Joining the Chamber
Lobbying lawmakers on issues that are important specifically to small business	43
Offering an insurance package, such as health, hazard or liability	43
Regular updates and advance notice of legislation that affects small business	34
Access to Chamber staff who are devoted specifically to helping small business members	32
Access to information resources specifically for small business owners	31
Working with local and regional Chambers on issues that affect small business members	30
Creating a small business index to give policymakers a better understanding of the small business environment	30

The push benefits that motivate prospective members to join the Chamber differ from current newer members' values in several key ways. First, while lobbying is still the first priority of prospective members, it does not overpower all other benefits as it does with current members. Also, having the ability to offer input through surveys did not make prospective members' top seven reasons to join the Chamber nor did periodic progress reports on legislation and other accomplishments. Instead, prospective members preferred "access to Chamber staff devoted to helping small business members" (32%) and access to "information resources for small business" (31%). In addition, an insurance package would attract prospects more so than current members (43% among prospects; 30% among current new members).

A significant percentage of those who decided against membership cited economic concerns as the reason.

Reason for Not Joining the Chamber	Percentage of Prospects
Can't afford the membership fee	19
Membership fee is too high	13
Do not see the value in joining	12
Other organizations are more beneficial than the US Chamber	11
US Chamber is not relevant to you and your business	9

In the one-on-one interviews and focus groups, however, it became clear that, while cost was a factor that inhibits some, failing to see the value of membership is the primary reason why prospects don't join. For instance in one of the focus groups, a former member made the statement that "cost was a factor, but if the value had been there, I would have paid it." If cost and economic factors were really the drivers behind the decision not to join the Chamber, there would have been much higher numbers for the answer options relating to cost.

Long-Term Members (5 Years+)

As with new and prospective members, long-term members see the Chamber's lobbying efforts on small business issues as the most important value in their decision to remain members.

Benefits that Would Have a Positive/Negative Impact on Your Decision to Remain a Member	Members 5-10 Years	Members 11+ Years
Lobbying lawmakers on issues that are important specifically to small business	71	70
Regular updates and advance notice of legislation that affects small business	50	52
Getting input of small business members through surveys	39	33
Periodic progress reports on legislation and other accomplishments	36	34
Offering an insurance package, such as health, liability or hazard	35	22
Working with local and regional Chambers on issues that affect small business members	33	28

As with new members, long-term members want the Chamber to lobby lawmakers on issues that are important specifically to small business, and this is the item that is most important to their decision to remain a member (71% among 5-10 year members; 70% among 11+ year members).

Long-term members are more concerned about receiving regular updates and advance notice of legislation than new members. One out of 2 long-term members (50% of 5-10 year members;

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52% of 11+ year members) feel that regular updates and advance notice of legislation are very important to their decision to renew, in comparison to only 38% of new members.

Working with local and regional Chambers is not quite as important to long-term members (33% among 5-10 years; 28% among 11+ years) as to new members (40% of new members), but nevertheless it is still an important membership benefit that is appealing.

As with new members, long-term members want their voices to be heard and to have the opportunity to give input through surveys (39% among 5-10 year members; 33% among 11+ year members).

Former Members

The Winston Group conducted two focus groups of former members who had dropped membership within the past two years. Based on results of the focus groups, the most common reasons for leaving the Chamber include the following:

- They perceive that the Chamber is not addressing small business issues, only corporate issues.
- While they view the Chamber as having a positive impact on the national business environment, many do not view the Chamber as relevant to their business and bottom line, so they have no compelling reason to remain a member. In a discussion about how Chamber membership ranks in terms of priorities in a small business, given that the benefits tended to be abstract, one small business owner replied, "I don't remember any contact outside of the [newsletter], and I felt too distant or removed to contact the Chamber about any particular issue that I had."
- Lapsed members said that they were not contacted by the Chamber except for sales calls and fundraising. They feel that the Chamber is only interested in their money, not their business.
- They are not aware of the resources available to them.
- Few are ever asked to do anything or serve in leadership. Several of the lapsed members wanted to get involved on issues important to them, but there was no opportunity for that. One lapsed member stated, "I was hoping to get more involved on the issues....I've never been asked for a signature, you know, a phone call to anybody."
- Several business owners expressed unhappiness with the quality of the Chamber's customer service. When they contacted the Chamber, they didn't get their questions answered and were simply passed around from person to person.
- Other lapsed members felt that there was no opportunity for input. Having the opportunity to give input makes them feel as though they have a real voice, which is the reason why many of them joined in the first place. One former member said, "I expected some form of a conduit, whether it's me going up to them or them coming down..."
- In the focus groups, small business owners expressed that they wanted more local and regional interaction with the Chamber, such as local forums for discussing business issues, local presentations by US Chamber officials explaining what the Chamber is doing, and also networking opportunities to meet other Chamber members. As one former member stated, "I'll tell you one thing, I would rejoin in a heartbeat if I felt that the Chamber was going to come locally, or that they would be able to come to Denver or certain regions to tell us what they're doing."

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ORIGINAL

1

1 IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

2 BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

3 THE CHAMBER OF COMMERCE OF)

4 THE UNITED STATES OF AMERICA,)

5 Opposer,)

6 v.) Nos. 91/156,321 and

7 UNITED STATES HISPANIC) 78/081,731

8 CHAMBER OF COMMERCE)

9 FOUNDATION,)

10 Applicant.)

11
12
13 DEPOSITION OF KAREN R. ELZEY

14 Tuesday, June 19, 2007

15 Washington, D.C.

16
17
18
19 Reported by: Cheryl A. Lord, RPR, CRR

June 19, 2007

10:08 AM

DEPOSITION OF KAREN R. ELZEY, held at the offices of:

KENYON & KENYON LLP

1500 K Street, N.W., Suite 700

Washington, D.C. 20005-1257

Pursuant to notice before Cheryl A. Lord, Registered
Professional Reporter, Certified Realtime Reporter,
and Notary Public in and for the District of Columbia.

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3	Business Education Network Summit 2005, Nos. USCC 54592-813	34
4	U.S. Chamber's Education and Workforce Summit, October 4-6, 2006, Nos. USCC 54814-991	38

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PROCEEDINGS

KAREN R. ELZEY,
a witness called for examination, having been first
duly sworn, was examined and testified as follows:

EXAMINATION BY COUNSEL FOR OPPOSER

BY MR. MERONE:

Q. Good morning, Ms. Elzey.

A. Good morning.

Q. Can you just identify yourself, full name,
please.

A. Sure.

Karen R. Elzey.

Q. And, Ms. Elzey, where are you presently
employed?

A. I'm employed at the U.S. Chamber of
Commerce's Institute for a Competitive Workforce.

Q. And what is your current role within the
Institute for a Competitive Workforce?

A. I'm one of 2 executive directors of the

1 Institute for a Competitive Workforce.

2 Q. What does the Institute for a Competitive
3 Workforce do?

4 A. ICW is a nonprofit affiliate of the U.S.
5 Chamber of Commerce. It's a 501 C 3 that focuses on
6 education and workforce issues to ensure that the
7 business community has a skilled workforce today and
8 in the future.

9 Q. Now, you mentioned that the institute is
10 affiliated with the U.S. Chamber of Commerce.

11 How is that?

12 How are they affiliated again?

13 A. Sure.

14 We're a 501 C 3 affiliate of the U.S.
15 Chamber of Commerce. We are housed within the same
16 building as the U.S. Chamber of Commerce. All of the
17 staff of ICW are employees of the U.S. Chamber. And
18 we all receive the same benefits package as all other
19 U.S. Chamber employees receive.

20 Q. So what does it mean to be a 501 C 3?

21 MS. PIETRINI: Objection lacks foundation.

22 Q. Or whatever the -- well, what does that

1 mean?

2 You said it's 501 C 3 affiliate.

3 A. Right.

4 It's our tax status. It means we focus on
5 education and awareness and we do not do lobbying
6 activities.

7 Q. Now, to your knowledge, are the people with
8 whom you interact on behalf of the -- with whom the
9 Institute for a Competitive Workforce interacts aware
10 of the affiliation between the Institute for a
11 Competitive Workforce and the U.S. Chamber of
12 Commerce?

13 A. Yes.

14 We promote our relationship with the U.S.
15 Chamber of Commerce. All of our publications are
16 co-branded with both ICW's logo and the U.S. Chamber's
17 logo. And when we are asked to go out and speak and
18 engage in activities, most people refer to us as part
19 of the U.S. Chamber of Commerce.

20 It's the reason that we get so many
21 requests.

22 Q. So why does the Institute for a Competitive

1 Workforce promote its affiliation with the U.S.
2 Chamber?

3 A. One is because the U.S. Chamber -- we
4 utilize the members of the U.S. Chamber of Commerce.
5 Those are our constituents.

6 And we promote our affiliation because it's
7 a positive promotion looking at the roles of the
8 business community and ensuring that we're meeting the
9 needs of the business community with regard to their
10 education, training, and workforce needs.

11 Q. You mentioned that you're one of 2
12 executive directors at ICW.

13 Can you briefly describe what your position
14 as an executive director entails.

15 A. Sure.

16 It entails -- we have federal grants that
17 we receive, so it's managing those federal grants. We
18 also have contributions from private foundations and
19 corporate foundations.

20 It's being responsible for the financial
21 self-sufficiency of the organization as well as
22 outreach to other partners both in the business

1 community, the nonprofit community, the government,
2 and fundraising as well and maintaining relationships
3 and supervising 6 other staff people -- I think 6.

4 Q. How long have you been working with the
5 U.S. Chamber?

6 A. I started at the U.S. Chamber of Commerce
7 as a temporary employee in October of 2001, and I was
8 hired full-time in April of 2002.

9 Q. So besides being an executive director and
10 I guess having a temp job, what other positions have
11 you held within the U.S. Chamber?

12 A. I started out full-time position as a
13 program coordinator with the Institute for a
14 Competitive Workforce, which at that time was known as
15 the Center for Workforce Preparation.

16 I then moved up from a program coordinator
17 to a I think director and then from a director to a
18 senior director and a senior director to the executive
19 director.

20 Q. Can you briefly describe the sort of work
21 that you did before joining the U.S. Chamber.

22 A. Sure.

1 Immediately prior to joining the U.S.
2 Chamber, I worked at Greater Lafayette Progress in
3 Lafayette, Indiana, which is an economic development
4 organization that was affiliated with its local
5 Chamber of Commerce, the Greater Lafayette Chamber of
6 Commerce.

7 I ran a school-to-career program for
8 Tippecanoe County, which meant working for local
9 school systems as well as the private sector.

10 Prior to that, I worked at the Greater
11 Minneapolis Chamber of Commerce, in Minneapolis,
12 Minnesota, in marketing and communications.

13 And prior to that, I was in Tuscaloosa,
14 Alabama, where primarily I worked for a school
15 superintendent.

16 Q. Now, the case that you're giving testimony
17 in today in -- regards the parties -- involves the
18 U.S. Chamber of Commerce on one side and the U.S.
19 Hispanic Chamber of Commerce on the other side.

20 Let me ask you: What is the first time you
21 had ever heard of the U.S. Hispanic Chamber of
22 Commerce?

1 MS. PIETRINI: Objection, lacks foundation.

2 I think you're mixing the parties here too.

3 This is the foundation in this opposition.

4 BY MR. MERONE:

5 Q. You can answer.

6 A. The first time I heard of the U.S. Hispanic
7 Chamber of Commerce was in relation to this
8 litigation.

9 Q. Approximately when would that have been?

10 A. I think I was initially contacted several
11 months ago.

12 Q. As counsel had mentioned, this case also
13 involves the U.S. Hispanic Chamber of Commerce
14 Foundation.

15 When is the first time you have heard of
16 that entity?

17 A. With regard to this litigation is the first
18 time I've heard of the U.S. Hispanic Chamber of
19 Commerce Foundation.

20 Q. It is my understanding that the U.S.
21 Hispanic Chamber of Commerce Foundation is involved in
22 educational and professional development classes,

1 among other things, primarily directed towards youth,
2 and there will be testimony on that at another point,
3 so I'm not asking you about that in particular.

4 But we identified the U.S. Hispanic Chamber
5 of Commerce and U.S. Hispanic Chamber of Commerce
6 Foundation as being involved in these educational-type
7 activities.

8 Although you may not be familiar with the
9 U.S. Hispanic Chamber of Commerce Foundation, would it
10 surprise you at all to learn that it is involved in
11 these sort of educational types of activities?

12 MS. PIETRINI: Objection.

13 Counsel is testifying.

14 Object to the preamble, lacks foundation,
15 calls for speculation.

16 BY MR. MERONE:

17 Q. You can answer.

18 A. No, it would not surprise me.

19 Many state and local Chambers of Commerce
20 that the Institute for a Competitive Workforce is
21 engaged with has foundations.

22 As an example, the Indiana Chamber of

1 Commerce has a foundation, the Arlington, Texas,
2 Chamber of Commerce has a foundation. Many of them
3 have foundations as a way to do educational outreach,
4 as a way to have ability to receive federal grants or
5 to receive grants from other charitable
6 contributions -- charitable organizations.

7 Excuse me.

8 Q. So in your experience is it common more --
9 you mentioned a couple of various foundations related
10 to other entities that you're discussing.

11 In your experience, is it common for
12 foundations to bear the name of their sponsoring
13 organization and then just append the word foundation
14 to it?

15 A. Yes.

16 MS. PIETRINI: Objection, lacks foundation.

17 A. I work closely with the Indiana Chamber of
18 Commerce and the Indiana Chamber of Commerce
19 Foundation, so that would be an example where that
20 happens.

21 BY MR. MERONE:

22 Q. Can you think of other examples?

1 A. Arlington I believe uses Arlington Chamber
2 of Commerce Foundation, although it's not something
3 that's highly publicized. There are a lot of Chambers
4 of Commerce that have foundations.

5 Q. Now, you were discussing earlier in general
6 terms the Institute for a Competitive Workforce and
7 what it is generally involved with.

8 If you could take a moment and walk me
9 through and describe some of the various programs and
10 activities that the Institute for a Competitive
11 Workforce has that are specifically targeted to
12 educational and workforce issues particularly
13 involving youth.

14 A. Okay. Our focus is really the whole
15 spectrum of education and training. It goes from
16 pre-K all the way through lifelong learning. There
17 are a variety of activities we've been engaged with.

18 One, on February 28, we released a report
19 card called Leaders and Laggards that focused on
20 looking at the educational effectiveness of state K
21 through 12 education systems, including the District
22 of Columbia. The focus was to raise the awareness of

1 the importance of education.

2 Prior to ICW's formation, which legally
3 came to be September of 2006, we were known as the
4 Center for Workforce Preparation. Under the Center
5 for Workforce Preparation, we had a long-standing
6 relationship with the U.S. Department of Labor and
7 their Job Corps program to promote Job Corps graduates
8 to businesses who were not aware that the students
9 were receiving skills and training, and that were then
10 returning to their communities. The goal was to help
11 the businesses identify another pool of skilled labor.

12 Under CWP, we'd also done a
13 school-to-career tool kit to help businesses identify
14 how they could better partner with their K through 12
15 education systems and what it meant to offer more
16 hands-on and applied learning experiences to students.

17 We have done a project with community
18 colleges with the American Association of Community
19 Colleges that focused on market-responsive community
20 colleges where they were meeting the needs
21 of employers and therefore meeting the needs of the
22 students who were entering community colleges.

1 We've worked with individuals with
2 disabilities, which had in some cases a youth focus,
3 focusing on getting employers to understand the value
4 of hiring individuals with disabilities and realizing
5 that there were resources out there to help them make
6 accommodations.

7 Part of ICW when we merged Center for
8 Workforce Preparation and what was housed in another
9 nonprofit affiliate, a program called the Business
10 Education Network, was to focus on business education
11 partnerships. We have focused on -- under that
12 program, collected a database of 300 promising
13 practices that focus on how businesses effectively
14 engage with their K through 12 system. We've promoted
15 that through conferences.

16 We have an annual workforce and education
17 conference where we highlight best practices. We did
18 the first one under ICW last October. They were done
19 prior under the name of the Business Education
20 Network. The next one will be in September.

21 Q. Let me ask you a couple followup questions
22 to some of those.

1 You mentioned doing work with the
2 Department of Labor Job Corps.

3 What age groups was that specifically
4 generally targeted at?

5 A. Job Corps specifically targets students
6 aged 17 to 24, who have had difficulties in the
7 traditional K through 12 setting and are going to go
8 finish their high school diploma or GED as well as get
9 job training skills.

10 Q. Okay. And how about the school-to-career
11 program you were discussing?

12 A. School-to-career was focused on high school
13 students, so usually had grades 9 through 12, and the
14 goal was to promote the concept of applied learning
15 and business partnerships such as mentoring
16 opportunities, job-shadowing opportunities.

17 Q. What do you mean by, job-shadowing
18 opportunities?

19 Is that part of the school-to-career
20 program?

21 A. Job-shadowing was a component that could be
22 done under school-to-career as a way a business person

1 could get engaged with a young person by offering an
2 opportunity where a young person would come into the
3 business and watch or shadow a full-time employee and
4 learn about the skills needed in that job.

5 Also through ICW we've promoted ground hog
6 job shadow day, which is a national program that's
7 done that Junior Achievement and others helped
8 sponsor. We brought young people in from the Job
9 Corps centers. In the area in the past, they actually
10 participated at the U.S. Chamber of Commerce. They
11 participated not only within ICW, but also within
12 other departments of the U.S. Chamber.

13 Q. Are you familiar with something called the
14 national work readiness credential?

15 A. Yes.

16 We have a partnership with the National
17 Work Readiness Council, which is an organization that
18 has developed a new credential for entry-level
19 workers. It was targeted at individuals who may have
20 dropped out of high school, individuals who may not have
21 certifications that are recognized in this country, or
22 dislocated workers.

1 That's a group that -- the credential was
2 funded by state departments of labor through their
3 public workforce development system. And the other
4 partner and current board chair is Junior Achievement.

5 We have a contract with the national work
6 readiness council to educate our chambers and our
7 other members that this is a tool that's available to
8 them when they're looking for qualified entry-level
9 workers.

10 Q. In your experience in working with these
11 various programs through ICW, is the U.S. Chamber of
12 Commerce recognized by others as being the entity
13 behind this involvement?

14 MS. PIETRINI: Objection, lacks foundation.

15 A. Yes.

16 As I said, we co-brand our documents. Our
17 Website for ICW is part of the U.S. Chamber of
18 Commerce Website. You can see that there's an
19 integral link between the 2 organizations.

20 And when we disseminate our materials, all
21 the materials are disseminated to U.S. Chamber of
22 Commerce members through our federation.

1 Q. Does the U.S. Chamber of Commerce receive
2 feedback or recognition from others for the type of
3 work they do in this area?

4 MS. PIETRINI: Objection, lacks foundation,
5 calls for speculation.

6 A. Yes.

7 We receive recognition, whether they're
8 letters that are sent from others that focus on,
9 congratulations on doing this work, whether they're
10 op-eds that are written. So it's a combination of
11 recognizing the U.S. Chamber of Commerce sometimes as
12 a stand-alone and sometimes both the recognition of
13 the chamber and ICW.

14 Q. And you personally have reviewed this sort
15 of material that comes in on behalf of -- comes in
16 relating to the ICW programs?

17 A. As the executive director, I usually
18 receive it either directly or from copies from other
19 senior staff.

20 Q. Now, I have before me a collection of
21 material that I believe relates to some of the
22 different types of programs that you were referring

1 to. As we go through, I'm going to use these copies
2 of them over here, which I'll represent are basically
3 this in black-and-white version.

4 But I want to ask you about the material
5 that we're going to be looking at here, and first ask:
6 Were you responsible to -- well, let me first ask: Do
7 you know where this material comes from?

8 A. I gathered that material from ICW's library
9 and provided it to Judy Richmond and Shanise Gholston.

10 Q. Is this material that you're personally
11 familiar with and you collected from your offices?

12 A. Yes.

13 Q. I want to use the copies of them.

14 MR. MERONE: Do you want the whole stack or
15 one by one?

16 MS. PIETRINI: You can give us the whole
17 stack.

18 If you're going to reuse exhibits, because
19 you have 9 testimony depositions, can you use the same
20 exhibit number?

21 MR. MERONE: Sure.

22 Off the record for a second.

1 (Discussion off the record.)

2 - - -

3 (Exhibit Elzey 1
4 was marked for identification.)

5 - - -

6 BY MR. MERONE:

7 Q. Ms. Elzey, I'm handing you a document the
8 court reporter has marked exhibit 1, which bears
9 numbers at the bottom. You'll see 54318 through
10 54419. If you could take a look at that.

11 I wonder if you could just identify what it
12 is this document is.

13 A. This is a conference binder from the 2004
14 partnership conference business and K-12 education
15 partnerships that was put on by another nonprofit
16 affiliate of the U.S. Chamber of Commerce called the
17 Center for Corporate Citizenship.

18 Q. And how does the Center for Corporate
19 Citizenship and this conference relate to ICW?

20 MS. PIETRINI: Objection, foundation.

21 A. The Center for Corporate Citizenship does
22 an annual partnership conference. In 2004 they

1 decided to focus on business and K-12 education.

2 Out of this conference emerged the Business
3 Education Network. Last year the Business Education
4 Network was combined with the Center for Workforce
5 Preparation to form the Institute for a Competitive
6 Workforce.

7 BY MR. MERONE:

8 Q. Now, you mentioned this is a conference
9 binder from 2004.

10 To whom would this material have been
11 distributed?

12 MS. PIETRINI: Objection, foundation,
13 speculation.

14 A. It would have been distributed to attendees
15 of this conference. The attendees would have included
16 corporate philanthropy community, corporations and
17 businesses, nonprofit partners, and government
18 partners.

19 BY MR. MERONE:

20 Q. If you look -- now, in reviewing this
21 document, the document -- I'm looking at page 54330.

22 In reviewing it, it appears to me that the

1 document seems to be discussing how important
2 education and educational issues are specifically as
3 relates to K through 12 are 2 businesses.

4 What is your understanding as to whether
5 that's true?

6 MS. PIETRINI: Objection.

7 Counsel is testifying.

8 Object to the preamble, leading.

9 A. The business coalition or Center for
10 Corporate Citizenship has done frequent surveys that
11 show that education ranks in the top 3 issues in terms
12 of corporate philanthropy for businesses, so we know
13 over and over again and we hear from our business
14 members about the value of education and the desire to
15 have a more active role.

16 BY MR. MERONE:

17 Q. Okay. To your understanding, why do
18 businesses believe that education is such an important
19 issue to them?

20 MS. PIETRINI: Objection, foundation,
21 speculation.

22 A. Business believes it's an important issue

1 because it's part of workforce development. The
2 future of their workforce starts out in the K through
3 12 system, and the businesses are concerned about
4 where their future workforce is going to come from and
5 what types of skills the individuals have and whether
6 or not they're adequately prepared upon leaving high
7 school to enter postsecondary education or the work
8 force.

9 BY MR. MERONE:

10 Q. Based on your involvement and interactions
11 with the business leaders and the people who are
12 associated with ICW, do businesses regard promoting
13 and advancing educational issues in this country as
14 one of the ways that they are looking after and
15 promoting their own business interests?

16 A. Absolutely.

17 It's a competitive issue. It's all about
18 what's going to make American businesses competitive,
19 what's going to make regional communities strong and
20 economic development strong, and investing in
21 workforce development and education is absolutely
22 investing in their own self-interest to promote the

1 growth and success of their individual business.

2 Q. What do you mean by, a competitive issue?

3 Competitive with whom?

4 A. Competitive in terms of a global issue.

5 Businesses are competing for the most talented and
6 skills workers from all over the world, and they are
7 competing in terms of their products and services, and
8 they need to ensure that they have the people who can
9 be as productive as they need and be able to maintain
10 the technology and skills that are necessary to
11 compete.

12 Q. Now, if you go to the next page, 54331, on
13 this education facts sheet, toward the bottom under
14 the heading of, workforce preparation, it discusses
15 the status of how many millions of people have reached
16 the 12th grade not knowing the essentials of U.S.
17 history.

18 Then it says that in this same period of
19 time that it's looking at, over 6 million Americans
20 dropped out of high school.

21 And then it says, in 1996, 44 percent of
22 Hispanic immigrants aged 16 to 24 were not in school

1 and did not hold a diploma.

2 Do you see where it discusses those issues?

3 A. Yes.

4 Q. Now, in your experience, is a concern over
5 minority education also a concern to businesses?

6 A. Absolutely.

7 When we released our report card on
8 February 28, one of the categories that we selected to
9 analyze was academic achievement of low income and
10 minority students. That was selected because the
11 business community is concerned about where the future
12 workforce is coming from, the demographic changes, and
13 the realization that a high school graduation rate in
14 this country is around 70 percent. For minority
15 students, it's only around 50 percent.

16 And the majority of the jobs according to
17 the Department of Labor require some type of
18 postsecondary education after high school.

19 And we are already showing that we are
20 missing quite a few students getting out of high
21 school with even the ability to get advanced
22 education.

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(Exhibit Elzey 2
was marked for identification.)

BY MR. MERONE:

Q. Ms. Elzey, the court reporter has marked as
exhibit 2 a document numbered 55083 through 55145,
titled, Business Education Network first annual report
spring 2006.

Take a look at that.

Can you describe what that document is?

MS. PIETRINI: Objection, lacks foundation.

A. This is the annual report of the Business
Education Network that was housed initially under the
business civic leadership center. It is a report
which highlights the activities of this group for the
previous year and highlights specific examples of
where business is engaged in K through 12 education
specifically in corporate philanthropy and
investments.

BY MR. MERONE:

Q. Now, who would have received this material,

1 exhibit 2?

2 MS. PIETRINI: Objection, foundation.

3 A. This would have been distributed to the
4 steering committee of the business education
5 partnership. It would have been distributed to other
6 partners that were engaged in this network, such as
7 Chambers of Commerce, associations, other
8 corporations, and the natural distribution paths for
9 the Business Civic Leadership Center.

10 BY MR. MERONE:

11 Q. What do you mean by, the natural
12 distribution paths?

13 A. The members within The Chamber of Commerce
14 usually receive documents done by the affiliates.
15 Also it was used for fundraising as a way to introduce
16 the Business Education Network and make connections
17 for possible fundraising.

18 Q. You mentioned the Business Civic Leadership
19 Center, which I think is referenced at the top of this
20 document here.

21 What is the Business Civic Leadership
22 Center?

1 A. The Business Civic Leadership Center
2 formerly was the Center for Corporate Citizenship is
3 another 501 C 3 nonprofit affiliate of the U.S.
4 Chamber of Commerce, and their focus is on corporate
5 philanthropy and how corporate philanthropy invests
6 their dollars to promote successful issues of
7 importance to the business community.

8 Business education partnerships was one
9 area they were working on at the time this was
10 released.

11 Q. On page 55089, there's a letter discussing
12 the Business Education Network and what I want to ask
13 you: Do you have an understanding as to why the
14 Business Education Network was created?

15 A. Yes.

16 The Business Education Network was created
17 because businesses wanted to find a way to effectively
18 share their promising practices with school leaders,
19 and the only way people -- business community felt
20 there was going to be change was to effectively
21 strengthen these partnerships. There was a need for a
22 national leadership to do so.

1 Q. When was the Business Education Network
2 created?

3 MS. PIETRINI: Objection, lacks foundation.

4 A. I don't know the exact date that it was
5 created.

6 BY MR. MERONE:

7 Q. Was it after this?

8 A. Yeah.

9 It emerged from that conference.

10 Q. The conference you're referring to is the
11 May 2004 conference that we discussed earlier today?

12 A. The birth of the Business Education Network
13 emerged from that conference, and then it came into
14 being under Stephen Jordan's leadership at the Business
15 Civic Leadership Center.

16 Q. Now, in this document on page 55086 through
17 55087, it discusses a number of issues such as why
18 education quality matters to the business community,
19 and it says that -- describes it -- education work
20 readiness as being vital for the future success of
21 American businesses.

22 Do you recall that add being true?

1 MS. PIETRINI: Objection.

2 Counsel is testifying.

3 Object to the preamble, and it's leading.

4 A. I do agree that is true.

5 And when we look at the statistics that are
6 put forth regarding globalization and where the
7 American students compare with their counterparts
8 overseas, we see that American students continue to
9 lag behind other countries in terms of math and
10 science expertise. We see increasing needs in the
11 skills required by business and the fact that fewer
12 and fewer students are actually obtaining the proper
13 skills.

14 BY MR. MERONE:

15 Q. Based on your experience and interaction
16 with people in the business community, do you feel
17 they hold similar views as to the importance?

18 MS. PIETRINI: Objection, foundation.

19 BY MR. MERONE:

20 Q. Of education quality.

21 A. Absolutely.

22 The business community is looking for how

1 to improve the education quality so that all students
2 can graduate high school with the skills and the
3 foundation necessary to be successful in the workforce
4 and postsecondary education and be able to contribute
5 to the business community and continue to push the
6 economy forward.

7 - - -

8 (Exhibit Elzey 3
9 was marked for identification.)

10 - - -

11 BY MR. MERONE:

12 Q. Hand you a document marked exhibit 3.
13 Bears numbers 54592 through 54813, plus an unmarked
14 page it looks like.

15 Wonder if you can review that and tell me
16 what that material is.

17 MS. PIETRINI: Objection, lacks foundation.

18 A. This is the 2005 Business Education Network
19 summit conference binder. It was the annual summit
20 where the Business Education Network was kicked off
21 after coming out of the 2004 partnership conference.

22 BY MR. MERONE:

1 Q. And when would that have been?

2 A. The summit was held October 5th through
3 7th, 2005, in Washington, D.C.

4 Q. And what type of people attended that
5 meeting?

6 MS. PIETRINI: Objection, lacks foundation,
7 speculation.

8 A. This meeting was attended by a state and
9 local Chamber of Commerce representative,
10 corporations, corporate philanthropy community,
11 government partners, nonprofit partners, and
12 community-based organizations.

13 Q. Is that -- in the connection with the scope
14 of your responsibilities, would you have attended that
15 as well?

16 A. I did attend this conference, and I
17 presented -- I was part of a panel for one of the
18 workshop breakout sessions.

19 Q. With regards to this conference material,
20 who would have received this material?

21 A. The material would have been received by
22 the conference attendees.

1 Q. If you turn to page 54790, can you tell me
2 what that is?

3 MS. PIETRINI: Objection, lacks foundation.

4 A. This is the attendee list for the 2005
5 Business Education Network summit, which indicates
6 that about 400 people attended the conference.

7 BY MR. MERONE:

8 Q. Okay. If we look under E, that would
9 include you?

10 A. Yes.

11 Q. Now, we earlier discussed ways in which the
12 U.S. Chamber identifies itself with the activities of
13 its affiliate organizations such as ICW or BCLC.

14 Did the U.S. Chamber also take steps to
15 associate itself with the Business Education Network?

16 MS. PIETRINI: Objection, foundation.

17 A. Yes.

18 On the front page of the conference binder
19 it's listed as the U.S. Chamber of Commerce Center for
20 Corporate Citizenship, and then on the top, it listed
21 the Business Education Network summit.

22 BY MR. MERONE:

1 Q. So in connection with the material -- the
2 conference presentation itself, did the U.S. Chamber
3 of Commerce have a presence there in terms off being
4 identified as the force behind this material?

5 A. The U.S. Chamber of Commerce logo was
6 listed on the table of contents, and then there's an
7 introductory letter to the Business Education Network.

8 It mentions the U.S. Chamber of Commerce
9 and specifically their Center for Corporate
10 Citizenship, from President George Bush.

11 Q. So you're referring to 54593?

12 A. Yes.

13 Q. And so when I was asking you earlier about
14 your experience and knowledge of instances of
15 recognition where the U.S. Chamber of Commerce was
16 identified by others and seen by others as being the
17 force behind the work of the ICW and the various
18 affiliates, is this an example to which you're
19 referring to?

20 MS. PIETRINI: Objection, leading.

21 A. This is an example to which I was
22 referring, and I believe in ICW's first annual summit

1 binder, there's also recognition from Governor Rick
2 Perry, the state of Texas, focusing on thanking The
3 Chamber of Commerce.

4 BY MR. MERONE:

5 Q. Let's turn to that, then. 54814.

6 - - -

7 (Exhibit Elzey 4
8 was marked for identification.)

9 - - -

10 BY MR. MERONE:

11 Q. I'm handing you what's been marked as
12 exhibit 4, document 54814 through 54991.

13 Can you identify for me, please, what that
14 material is?

15 MS. PIETRINI: Objection, foundation.

16 A. This is a conference of the -- copy of the
17 conference binder that was distributed to attendees of
18 the 2005 U.S. Chamber Education Workforce summit
19 hosted by ICW in Dallas, Texas, last year.

20 Q. On page 54815, I believe there's a letter
21 you're referring to.

22 MS. PIETRINI: Objection, leading.

1 A. My pages are a little bit out of order.

2 Yes. This is the letter from Governor Rick
3 Perry to The Chamber of Commerce about the Education
4 and Workforce summit and thanking us for hosting it in
5 his state.

6 BY MR. MERONE:

7 Q. Did you organize this conference?

8 A. I organized and attended the conference.

9 Q. And who would have received this material?

10 MS. PIETRINI: Objection, foundation,
11 speculation.

12 A. The conference attendees would have
13 received this material.

14 That included the speakers, state and local
15 Chambers of Commerce, nonprofit organizations,
16 government entities, other educational groups, so
17 anyone who registered for the conference would have
18 received it.

19 BY MR. MERONE:

20 Q. To your knowledge did they receive it?

21 A. Yes.

22 It was distributed at the registration

1 table when people entered the conference.

2 Q. With regards to the other exhibits 1, 2,
3 and 3 that we've discussed, do you have knowledge that
4 this material was distributed among the various
5 individuals and entities you're referring to?

6 A. Yes.

7 It was distributed when people checked in
8 for the conference and registered.

9 Q. Now, if we turn to 54980, can you describe
10 what this is showing?

11 MS. PIETRINI: Objection, foundation.

12 A. This is a list of the attendees that was
13 included in the conference binder for the people who
14 registered for the U.S. Chamber Education and
15 Workforce summit in Dallas in 2006.

16 BY MR. MERONE:

17 Q. Was the conference well attended?

18 MS. PIETRINI: Objection, lacks foundation.

19 A. Yes.

20 The conference was well attended. I
21 believe there were between 375 and 400 participants.

22 BY MR. MERONE:

1 Q. You mentioned that you were involved in
2 organizing this particular conference.

3 Did the U.S. Chamber actively promote
4 itself as being affiliated with this conference?

5 A. Yes.

6 We obviously put the logo on the conference
7 binder in terms of all the marketing material that
8 went out and the sponsorship information that was sent
9 out. We also utilized the resources of The Chamber of
10 Commerce within the building, the art department and
11 others, to get this done, and we included information
12 from the policy side of the U.S. Chamber of Commerce
13 about the work they were doing on No Child Left
14 Behind.

15 Q. Looking at the first page of this exhibit,
16 I see that it's identified as U.S. Chamber's Education
17 and Workforce summit.

18 Do you see that?

19 A. Yes.

20 Q. Can you explain why that particular
21 title -- it's referred to as, the U.S. Chamber's
22 Education and Workforce summit?

1 MS. PIETRINI: Objection, foundation.

2 A. ICW was a brand-new organization at this
3 time. This was our first event. We wanted to utilize
4 the strength of the U.S. Chamber of Commerce to make
5 it clear that this was U.S. Chamber of Commerce's
6 Education and Workforce summit and to capitalize on
7 the marketing available to our business members and to
8 promote this as something of value to our members.

9 - - -

10 (Exhibits Elzey 5 and 6
11 were marked for identification.)

12 - - -

13 BY MR. MERONE:

14 Q. Hand you 2 exhibits, exhibit 5, numbered
15 54999 through 55082, and the second one, exhibit 6, is
16 55146 through 55153.

17 Ask if you can identify what this material
18 is.

19 MS. PIETRINI: Objection, foundation.

20 A. Sure.

21 One is Leaders and Laggards, a state by
22 state report card on educational effectiveness. That

1 was a joint project between the U.S. Chamber of
2 Commerce, the Institute for a Competitive Workforce,
3 the Center for American Progress, and the American
4 Enterprise Institute senior fellow, Rick Hess.

5 The second is a joint platform for
6 education reform that was issued by the U.S. Chamber
7 of Commerce and the Center for American Progress.

8 Both of these documents were issued on
9 February 28 at a kickoff event at the U.S. Chamber of
10 Commerce.

11 BY MR. MERONE:

12 Q. Let's focus on the first one, the Leaders
13 and Laggards document, which is exhibit 5.

14 How is this material put together?

15 A. Sure.

16 The report card looked at all 50 states and
17 the District of Columbia and created individual report
18 cards in 9 categories that we believed were
19 particularly important to the business community,
20 things like academic achievement, academic achievement
21 of low income and minority students, things that
22 revolved around management, such as the 21st century

1 teaching force and what type of flexibility and
2 management and policy exists.

3 The information was gathered from already
4 existing public data sources and essentially
5 repackaged and recompiled into what we thought was a
6 user-friendly format for our business community to
7 understand exactly where their state stood in K
8 through 12 education in relation to the other states
9 within the United States.

10 Q. What was the U.S. Chamber's purpose in
11 preparing this material?

12 MS. PIETRINI: Objection, foundation.

13 A. The purpose of doing the report card was to
14 have a clarion call to action for the business
15 community, one, to make them understand where their
16 state currently stands, and then to be able to build
17 the foundation of what needs to be done next, how do
18 you improve if you're one of those states that got D's
19 and F's, how do the laggards essentially learn from
20 the leaders and what are the practices out there that
21 the business community can share with the education
22 community to improve the effectiveness of K through 12

1 education for all students and thereby improving the
2 workforce for our business members.

3 BY MR. MERONE:

4 Q. Turn to the exhibit 6, the joint platform.

5 Can you describe how this was put together?

6 A. The joint platform was put together with a
7 partnership between the U.S. Chamber of Commerce and
8 the Center for American Progress to ensure that we had
9 a nonpartisan focus on what really needed to change in
10 terms of education reform.

11 This laid out the 4 pillars, better
12 management, better data, better teaching, and more
13 innovation that the 2 organizations agreed upon and
14 gave some examples of things that we think people in
15 the state and local areas should focus on in terms of
16 improving education and giving the business community
17 a more targeted area in how to focus their efforts
18 when they're engaged in education reform.

19 Q. What was the U.S. Chamber's purpose in
20 issuing this joint platform?

21 MS. PIETRINI: Objection, foundation.

22 A. The purpose was to ensure that once we told

1 the states where they stood and the business community
2 had an understanding of how their states were doing,
3 obviously you need to answer the question what next.
4 If I'm a poor state, what are the areas that we could
5 work on to get improvement.

6 We selected 4 areas, realizing that there
7 are others, because there are other organizations that
8 are focusing on things like standards.

9 BY MR. MERONE:

10 Q. To whom was this material distributed?

11 MS. PIETRINI: Objection, foundation,
12 speculation.

13 A. This was distributed at the kickoff event
14 on February 28 to the attendees, which were around 200
15 in the audience. It was then sent to all state and
16 local Chambers of Commerce around the country that are
17 members of the U.S. Chamber of Commerce.

18 It was sent to the ICW board of directors.
19 It was sent to the U.S. Chamber board of directors.
20 It was distributed at the U.S. Chamber of Commerce
21 board meeting to The Chamber of Commerce committee of
22 100 members, to some of the top 100 chambers in the

1 country. And it is available for free on our Website,
2 ICW's Website, and can be downloaded by anyone.

3 It's available on the Center for American
4 Progress's Website with a link to the U.S. Chamber of
5 Commerce. And hard copies are available for sale on
6 the ICW Website.

7 BY MR. MERONE:

8 Q. Was this material also distributed through
9 the press?

10 MS. PIETRINI: Objection foundation.

11 A. Yes.

12 The press was invited to the kickoff event
13 on February 28 where Tom Donohue, the president of the
14 U.S. Chamber of Commerce. And John Podesta, the
15 president of the Center for American Progress,
16 announced the release of this event, and there were
17 press in attendance.

18 And the U.S. Chamber of Commerce
19 communications department did press outreach for us.

20 BY MR. MERONE:

21 Q. To your knowledge is this material cited in
22 press articles relating to education reform issues?

1 A. Yes.

2 The material is cited in press articles.

3 Staff from the Institute for a Competitive
4 Workforce as well as some people from the U.S. Chamber
5 of Commerce senior staff have been going out and
6 talking to groups about this and distributing it.
7 There have been op-eds that have been written.

8 So it continues to be something that is
9 very well used and in some areas controversial, but as
10 a focus for getting business community involved in
11 education reform, not just at the federal level, but
12 mainly where the action is at the state and local
13 level.

14 Q. Has the U.S. Chamber of Commerce taken
15 steps to associate itself with this material and the
16 distribution of it?

17 A. Absolutely.

18 MS. PIETRINI: Objection, vague, overbroad.

19 A. This is frequently cited as being a work of
20 the U.S. Chamber of Commerce when it is cited in the
21 press, and it is something that is spoken about quite
22 frequently by Tom Donohue, both orally and in written

1 documents, that he puts together for commentaries.
2 It's used frequently and cited as a U.S. Chamber of
3 Commerce publication.

4 BY MR. MERONE:

5 Q. You mentioned Tom Donohue.

6 Who is Mr. Donohue?

7 A. Tom Donohue is the president and CEO of the
8 U.S. Chamber of Commerce. And he's also the president
9 of the Institute for a Competitive Workforce.

10 Q. Exhibit 5, turn to page 55003.

11 In the second column, first full paragraph,
12 it states that: The U.S. -- with these questions in
13 mind, last year the U.S. Chamber of Commerce launched
14 an effort to dig deeper into the nation's educational
15 effectiveness.

16 Then it goes on to discuss I guess what was
17 done.

18 Is that an example of how the U.S. Chamber
19 of Commerce has associated itself with these
20 activities even if it may have been published under
21 the auspices of the ICW affiliate?

22 MS. PIETRINI: Objection.

1 Object to the preamble. Counsel is
2 testifying.

3 It's a leading question, calls for
4 speculation.

5 A. Yes.

6 This would be an example of how the U.S.
7 Chamber of Commerce promotes this work as its own.

8 BY MR. MERONE:

9 Q. Okay.

10 - - -

11 (Exhibit Elzey 7
12 was marked for identification.)

13 - - -

14 BY MR. MERONE:

15 Q. I'm going to hand you what's been marked as
16 exhibit 7, a collection of documents beginning 55154
17 through 55277, although I'll note it looks like they
18 copied the folder that was keeping them all together,
19 so the actual document I believe -- the first one
20 begins on 55155.

21 Take a look at that.

22 I wonder if you could go through this for

1 me and identify each -- to the extent there's
2 individual documents included in this collection,
3 identify what they are and also describe in general
4 what this collection of documents refers to.

5 Now, first, this is also material that you
6 collected yourself?

7 A. Yes.

8 Q. Okay. And just so we're clear with regards
9 to each of the other exhibits that we've discussed and
10 that you've seen so far, is it document that you
11 personally collected from ICW, the U.S. Chamber?

12 A. Yes.

13 Q. And that you're familiar with?

14 A. Yes, I am.

15 Q. So let's walk through exhibit 7 if we
16 could.

17 Just tell me what each of these documents
18 is and what the collection of documents collectively
19 refers to.

20 A. Okay. Collectively these documents refer
21 to a partnership between what was then the Center for
22 Workforce Preparation and the U.S. Department of

1 Labor's office of Job Corps.

2 CWP received a grant from the U.S.
3 Department of Labor's office of Job Corps to focus on
4 better connecting state and local Chambers of Commerce
5 to Job Corps graduates. So within this group of
6 documents, there is --

7 Q. To interrupt, when you refer to a new
8 document, if you could refer to the little number at
9 the bottom for when something transitions from one
10 document to another.

11 A. Sure.

12 55155 is the beginning of the online tool
13 kit that was developed. That was one of the grant
14 deliverables required under this agreement.

15 It was an online tool kit to help
16 businesses understand where to find Job Corps youth,
17 what types of resources are out there, understand what
18 Job Corps is.

19 That's between 55155 and 55171.

20 Document beginning 55172 is the PowerPoint
21 presentation that went with a 3-part Webinar series to
22 help businesses understand how to effectively create

1 partnerships with their local Job Corps centers.

2 And that was 55172 to 55207. That is the
3 PowerPoint from the 3 Webinars together.

4 The next document is 55208 through 55211.
5 That is also a description of the Webinar series where
6 it talks about the title, building partnerships and
7 case studies for collaborations, just gives some
8 general checklists on how to establish effective
9 partnerships.

10 55212 through 55245 is another part of the
11 Webinar series done on October 20, 2005, that talks
12 about the online resources. This was used to promote
13 the tool kit that was developed under this
14 partnership.

15 And then 55246 to 55274 was the January 19,
16 2006, Webinar that talked about how to develop a
17 strategic plan of action when you're trying to work as
18 a business trying to connect to entry-level youth who
19 have gone through the Job Corps program.

20 55275 through 55276 is information of where
21 these Webinars are archived on ICW's Website.

22 That's all the documents.

1 Q. To whom was this information either sent or
2 made available?

3 MS. PIETRINI: Objection, lacks foundation.

4 A. The tool kit was an online tool kit that
5 was available to anyone who wanted to log onto the
6 Internet. There was no charge to use that.

7 The Webinar series were also free of
8 charge. We marketed those Webinars to people,
9 corporations, businesses, nonprofits who have signed
10 onto ICW's mailing list, which is an opt-in list.

11 And we also marketed it to the state and
12 local Chambers of Commerce that are members of the
13 U.S. Chamber of Commerce as well as to
14 industry-specific trade association who are also
15 members of the U.S. Chamber of Commerce.

16 BY MR. MERONE:

17 Q. And how did you market it specifically?

18 A. It was marketed through what was then CWP's
19 newsletters, through individual emails that were sent
20 out, and through mass emails, as well as some personal
21 phone calls.

22 Q. Was the U.S. Chamber of Commerce identified

1 as being affiliated with this program and materials?

2 A. Yes.

3 MS. PIETRINI: Objection, foundation.

4 A. Yes.

5 The U.S. Chamber of Commerce was identified
6 as being promoted through -- CWP's logo at the time
7 had "U.S. Chamber of Commerce" as part of its logo
8 underneath.

9 MR. MERONE: We've been going for an hour.
10 Take a short break.

11 Then I'll be able to finish up probably in
12 15 minutes.

13 - - -

14 (Recessed at 11:10 a.m.)

15 (Reconvened at 11:19 a.m.)

16 - - -

17 BY MR. MERONE:

18 Q. Welcome back, Ms. Elzey. I just have a
19 couple more questions. Then counsel for the
20 foundation, I'm sure, will have some questions as
21 well.

22 With regards to these various educational

1 issues that we've been discussing that have arisen
2 involved in these programs, in the context of these
3 programs, are educational issues as relate to minority
4 interests ever specifically discussed?

5 MS. PIETRINI: Objection, leading.

6 A. For example when we did the report card, we
7 looked at education as it relates to the importance of
8 the business community.

9 In Leaders and Laggards, we separated out
10 academic achievement and low income in minority
11 students just based on the statistics and how
12 horrifying the graduation rates are, but overall,
13 we're looking at Education and Workforce issues as
14 they relate to the entire population.

15 BY MR. MERONE:

16 Q. To your knowledge, is this an area the U.S.
17 Chamber is getting more involved with now,
18 specifically minority issues as relates to education?

19 MS. PIETRINI: Objection, foundation.

20 A. The chamber by establishing the Institute
21 for a Competitive Workforce and merging existing
22 organizations together to really strengthen the focus

1 for Education and Workforce has identified Education
2 and Workforce as human capital issues as one of the
3 top 3 issues that the chamber is now engaged in.

4 So the issue of Education and Workforce has
5 continued to gain greater appeal and more interest by
6 the chamber as a whole and by our members in
7 particular.

8 BY MR. MERONE:

9 Q. How about specifically as relates to
10 minority interests?

11 Are there any new programs the U.S. Chamber
12 is considering that would be more targeted to certain
13 educational needs among minority populations?

14 MS. PIETRINI: Foundation, objection.

15 A. Certainly at the Institute for a
16 Competitive Workforce, our focus is to keep our eyes
17 open and in terms of issues that we may need to
18 address in the future. So there are issues on our
19 radar screen especially around K through 12 education
20 as it may relate to English language learners, as it
21 may relate to just the whole demographic issue, and
22 the dropout issue, which is becoming more and more

1 critical and continues to get raised to the top of
2 the list of the member organizations about how are we
3 going to address the fact that 50 percent of minority
4 students in this country do not complete high school.

5 BY MR. MERONE:

6 Q. What you mean by, English language
7 learners?

8 A. English language learners are those
9 students who are not native English speakers. They
10 may speak some other language. It could be Spanish,
11 French, Vietnamese, but their role in the school
12 system as it relates specifically, it comes up with
13 the criteria that we looked at around test scores and
14 those tests that relate to No Child Left Behind, which
15 is how we and the (NAEP) National Assessment for
16 Education Progress, which is the assessment data that
17 we used for our report card.

18 Q. Okay.

19 MR. MERONE: I have nothing further at this
20 time.

21 - - -

22 (Recessed at 11:25 a.m.)

1 (Reconvened at 11:27 a.m.)

2 - - -

3 EXAMINATION BY COUNSEL FOR APPLICANT

4 BY MS. PIETRINI:

5 Q. You mentioned that the U.S. Chamber is
6 starting to expand into minority businesses or
7 developing educating minorities?

8 A. No.

9 I said we look at the whole realm of
10 businesses. We don't separate out for our programs
11 whether a business is a minority-owned business or
12 not. It's whoever happens to be a member of the U.S.
13 Chamber of Commerce.

14 Q. Does the U.S. Chamber of Commerce target
15 Hispanic businesses?

16 A. No.

17 We focus on all businesses. For ICW, we
18 focus on the businesses who are members of the U.S.
19 Chamber of Commerce. That's our base.

20 Q. Okay. So when I asked you the question
21 about U.S. Chamber, you're including ICW in that
22 response?

1 A. ICW doesn't have members, so, yes, I am
2 including ICW in that response.

3 Q. You're employed by U.S. Chamber.
4 Correct?

5 A. Yes.

6 My paycheck comes from the U.S. Chamber of
7 Commerce.

8 Q. As I understand your testimony, there's no
9 marketing or specific target towards Hispanic
10 businesses by the U.S. Chamber?

11 MR. MERONE: Objection, mischaracterizes
12 testimony.

13 Also lacks foundation, outside the
14 witness's area of expertise.

15 BY MS. PIETRINI:

16 Q. You can answer.

17 A. ICW markets to all members of the U.S.
18 Chamber of Commerce and those individuals who have --
19 and businesses who have opted in to subscribe to ICW's
20 newsletter.

21 Q. Nothing specific to the Hispanic community?

22 A. We focus on all businesses, so whoever is a

1 member.

2 Q. But there's nothing -- I want you to answer
3 the question.

4 There's nothing specifically to the
5 Hispanic community?

6 MR. MERONE: Object to the question.

7 It's vague, and she's answered the question
8 already.

9 MS. PIETRINI: No, she hasn't.

10 Q. Let's start again.

11 There's nothing specific targeted to
12 Hispanic businesses by U.S. Chamber.

13 Correct?

14 MR. MERONE: Objection, vague, lacks
15 foundation, outside the witness's area as it relates
16 to anything other than ICW.

17 A. ICW markets just to whoever opts in. It is
18 not specific to any specific group.

19 BY MS. PIETRINI:

20 Q. Does ICW have any marketing programs for
21 the Hispanic community?

22 MR. MERONE: Objection, vague.

1 A. No.

2 ICW doesn't have marketing programs
3 specifically for the Hispanic community.

4 BY MS. PIETRINI:

5 Q. Do you understand what I mean by, marketing
6 program?

7 A. No.

8 Why don't you explain what you mean.

9 Q. Do you have any specific programs where
10 you've identified -- let me back up for a sec.

11 Have you done any market research?

12 MR. MERONE: Objection, vague.

13 I'm sorry.

14 BY MS. PIETRINI:

15 Q. Have you done any market research -- by
16 "you," I mean the ICW -- any market research and
17 received any reports that indicate what businesses you
18 might want to target?

19 A. No.

20 MR. MERONE: Objection, vague and compound.

21 BY MS. PIETRINI:

22 Q. You understood my question?

1 A. M-hm.

2 Q. Yes?

3 A. Yes, I understood your question.

4 Q. And you do -- unless Mr. Merone instructs
5 you not to answer, you need to answer my questions
6 today.

7 A. Okay.

8 Q. Has ICW ever conducted a conference which
9 is directed specifically towards Hispanic businesses?

10 A. No, ICW has not.

11 Q. What about U.S. Chamber?

12 MR. MERONE: Objection, outside the scope
13 of the witness's experience.

14 A. I'm not aware of all of the conferences
15 that are planned by the U.S. Chamber of Commerce.

16 BY MS. PIETRINI:

17 Q. For the ones that you have participated in,
18 have any of them been directed to Hispanic businesses?

19 MR. MERONE: Objection, vague.

20 A. I cannot recall any that have been
21 specifically targeted towards Hispanic businesses that
22 I've participated in.

1 BY MS. PIETRINI:

2 Q. In any of the conferences that you've
3 participated in as an employee of the U.S. Chamber,
4 have any of them been directed towards members that
5 are from Hispanic businesses from the U.S. Chamber?

6 A. Could you repeat the question?

7 I didn't understand it.

8 Q. That's okay.

9 It was a bad question.

10 In any of the conferences that you've
11 attended on behalf of the U.S. Chamber, as an employee
12 of the U.S. Chamber, have any of them been directed to
13 members of the chamber that happen to be Hispanic
14 businesses?

15 MR. MERONE: Objection, vague.

16 A. Not that I'm aware of.

17 BY MS. PIETRINI:

18 Q. Do you know how many members of the U.S.
19 Chamber are Hispanic-based businesses?

20 MR. MERONE: Objection, lack of foundation,
21 outside the witness's area.

22 A. No, I do not know.

1 BY MS. PIETRINI:

2 Q. Does the U.S. Chamber track that kind of
3 data?

4 MR. MERONE: Same objection.

5 A. I'm not aware of whether the U.S. Chamber
6 tracks that data or not.

7 BY MS. PIETRINI:

8 Q. Does the U.S. Chamber track any data as to
9 its members?

10 MR. MERONE: Same objection.

11 A. I'm not familiar with exactly what data is
12 tracked by the U.S. Chamber.

13 BY MS. PIETRINI:

14 Q. Does the ICW track any data with respect to
15 the businesses that it serves?

16 MR. MERONE: Objection, vague.

17 A. No.

18 ICW does not track that information.

19 BY MS. PIETRINI:

20 Q. Did you understand my question?

21 A. If I understand your question, you're
22 asking me, does ICW track businesses based on if

1 they're minority owned, or owned by Hispanics, or
2 owned by African Americans, or owned by a Native
3 American.

4 If that's the question, we do not track
5 that information.

6 Q. You said that you were familiar with the
7 Hispanic Chamber of Commerce?

8 A. I said --

9 MR. MERONE: Object, mischaracterizes the
10 witness's prior testimony.

11 A. I said I first became familiar with the
12 U.S. Hispanic Chamber of Commerce and Hispanic Chamber
13 of Commerce Foundation in connection to this
14 litigation.

15 BY MS. PIETRINI:

16 Q. Okay. You said it was a few months prior.

17 About how long ago was that?

18 Are we talking '07, '06?

19 A. We're talking '07, but I don't recall the
20 exact date that I was first contacted.

21 Q. How did you become aware of the Hispanic
22 Foundation and the U.S. Hispanic Chamber of Commerce

1 in connection with this litigation?

2 MR. MERONE: I'm going to object to the
3 extent to anything that you're told in the -- this
4 could be a privilege issue here. She's asking you,
5 how did you become aware of it, I believe.

6 Is that the question?

7 MS. PIETRINI: Right.

8 MR. MERONE: Caution you not to reveal
9 anything anyone, lawyers, myself, Ms. Richmond, may
10 have told you about it. We'll go step by step if they
11 ask questions to that extent.

12 You can answer the question of how did you
13 become aware.

14 THE WITNESS: Okay.

15 A. I became aware for a meeting with
16 Mr. Merone and Ms. Richmond when I was asked to come
17 and talk to them.

18 BY MS. PIETRINI:

19 Q. Who is Judy Richmond?

20 A. Judy Richmond is the in the general
21 counsel's office at the U.S. Chamber of Commerce.

22 Q. She's an attorney for the U.S. Chamber?

1 A. Yes, she is.

2 Q. Was anyone else present during the meeting
3 that you had with Mr. Merone and Ms. Richmond when you
4 first found out about the Hispanic Chamber of Commerce
5 and the Hispanic Chamber of Commerce Foundation?

6 A. No, no one else was present.

7 Q. Prior to that time, you had no awareness of
8 either the foundation or the U.S. Hispanic Chamber of
9 Commerce?

10 A. That's correct.

11 Q. Do you live in the Washington, D.C., area?

12 A. I do.

13 Q. Do you live in the city?

14 A. Yes, I do.

15 Q. Okay. How long have you lived in the city?

16 A. I moved to the city in September of 2002.

17 Q. So about 5 years?

18 A. Right.

19 Q. Doing my math this morning.

20 During that time period, you never had any
21 occasion to encounter the Hispanic Chamber of Commerce
22 or the Hispanic Chamber of Commerce Foundation?

1 A. That's correct.

2 Q. During your work at the U.S. Chamber of
3 Commerce, have you ever experienced any instances of
4 confusion between the Hispanic Chamber of Commerce and
5 the U.S. Chamber of Commerce?

6 MR. MERONE: Objection, vague to the extent
7 it calls for a legal conclusion.

8 A. Are you asking if I personally have ever
9 had confusion?

10 BY MS. PIETRINI:

11 Q. Right.

12 A. I'm not aware of any confusion.

13 Q. Have you received any emails that were
14 intended for the Hispanic Chamber of Commerce but were
15 received by the U.S. Chamber?

16 A. Are you asking about emails that come
17 directly to me?

18 Q. Right.

19 MR. MERONE: Objection, lack of foundation.

20 A. I have not received -- I'm not aware of any
21 emails that have come to me mistakenly for the U.S.
22 Chamber -- U.S. Hispanic Chamber of Commerce.

1 BY MS. PIETRINI:

2 Q. Do you have an email account through U.S.
3 Chamber of Commerce?

4 A. Yes, I do.

5 Q. Do you receive emails on a regular basis?

6 A. Yes, I do.

7 Q. Do you read those emails?

8 A. Yes.

9 Q. About how many emails do you receive a day?

10 A. I probably receive about 100 emails a day,
11 and then other emails are also automatically sent to a
12 spam folder.

13 Q. Those hundred-plus emails that you receive
14 per day, none of them have been intended for the
15 Hispanic Chamber of Commerce.

16 Correct?

17 A. That's correct.

18 The emails I receive on daily basis, I'm
19 not aware of any that have been intended for the
20 Hispanic Chamber of Commerce.

21 Q. What about the same question: Of those
22 hundred emails or so that you receive a day, have any

1 of those been intended for the Hispanic Chamber of
2 Commerce Foundation?

3 A. No.

4 I'm not aware of any that have been
5 received mistakenly for the Hispanic Chamber of
6 Commerce Foundation.

7 Q. Do you receive mail during your employment
8 at U.S. Chamber of Commerce?

9 MR. MERONE: I'm going to object here.
10 I'll allow a little more latitude.

11 This is cross-examination as relates to the
12 testimony that the witness has given. It's not a
13 discovery deposition. We can continue for a little
14 while longer.

15 MS. PIETRINI: Unless you're going to
16 instruct her not to answer --

17 MR. MERONE: I will.

18 MS. PIETRINI: You asked her about the
19 awareness of the Hispanic Chamber in your direct
20 examination. I'm going into that.

21 MR. MERONE: She said she was not aware of
22 it.

1 A. Could you repeat the question.

2 BY MS. PIETRINI:

3 Q. Do you receive mail as part of your
4 business functions at U.S. Chamber?

5 A. Are you talking about mail from the U.S.
6 Postal Service --

7 Q. Any mail.

8 A. -- or Fed Ex?

9 In terms of the Fed Ex and U.S. Postal
10 Service, yes, I do receive mail as part of my
11 employment.

12 Q. Do you open that, or do you have a
13 secretary that opens that for you?

14 A. I open some of the mail, and my assistant
15 opens some of the mail.

16 Q. But do you receive all the mail that's
17 addressed to you at the U.S. Chamber?

18 A. Yes.

19 Q. Has any of the mail that you've received in
20 the 5 years that you've worked for U.S. Chamber been
21 directed to the Hispanic Chamber of Commerce?

22 A. Not that I can recall, no.

1 Q. Has any of the mail you've received in
2 those 5 years been intended for or addressed to
3 Hispanic Chamber of Commerce Foundation?

4 A. Not that I can recall.

5 Q. Does the U.S. Chamber of Commerce receive
6 membership fees?

7 MR. MERONE: I'm going to object as to
8 relevance, outside this witness's area, and far afield
9 from the scope of the direct examination.

10 You can answer the question.

11 THE WITNESS: Okay.

12 A. Are you asking if the U.S. Chamber of
13 Commerce or ICW receives membership fees, or both?

14 BY MS. PIETRINI:

15 Q. We'll break it up into 2 questions.

16 A. I'm aware, yes, that the U.S. Chamber of
17 Commerce receives membership fees.

18 Q. Are you involved with that at all in the
19 sense you know where the funds are coming from, the
20 members?

21 A. Could you clarify that question, please.

22 Q. Are you involved in the membership fees at

1 all?

2 Like do you know who the members are that
3 are sending the money in?

4 MR. MERONE: Objection, vague.

5 A. I have a general awareness of who some
6 members are, but I'm not directly -- that's not within
7 the scope of my work.

8 BY MS. PIETRINI:

9 Q. Has anyone ever told you at the U.S.
10 Chamber that the U.S. Chamber received membership fees
11 that were intended for the Hispanic Chamber of
12 Commerce?

13 A. I've never heard anything about that, no.

14 Q. Has anyone at the U.S. Chamber ever told
15 you that they received membership fees that were
16 intended for the Hispanic Chamber of Commerce
17 Foundation?

18 A. Not that I'm aware of, no.

19 Q. And when you said, ICW received its own
20 membership fees?

21 A. ICW is required to do its own fundraising.
22 We are not a membership organization.

1 Q. So instead of membership fees, the ICW is
2 funded by fundraising from various businesses?

3 A. That's correct.

4 Q. Are you involved in that in any respect?

5 A. Yes, I am.

6 Q. How are you involved in that?

7 A. I work with my co-executive director, Lydia
8 Logan, on fundraising.

9 Q. Are you aware of the donors that provide
10 fundraising to the ICW?

11 A. Yes, I am.

12 Q. Are any of those donors Hispanic-based
13 businesses?

14 A. Not that I'm aware of, no.

15 Q. Have any of the fundraising amounts that
16 the ICW has received -- were they intended for receipt
17 by the Hispanic Chamber of Commerce?

18 A. Not that I'm aware of, no.

19 Q. Have any of the membership -- have any of
20 the fundraising amounts that the ICW has received --
21 were any of them intended for receipt by the Hispanic
22 Chamber of Commerce Foundation?

1 A. No.

2 Q. Do you answer your phone at U.S. Chamber of
3 Commerce?

4 A. I answer my phone sometimes, and my
5 assistant answers it sometimes.

6 Q. Have you received any phone calls during
7 the 5 years that you've been at the U.S. Chamber of
8 Commerce where the phone calls were intended for the
9 Hispanic Chamber of Commerce?

10 A. Not that I recall, no.

11 Q. Have you received any phone calls during
12 your 5-year tenure at U.S. Chamber that were intended
13 for the Hispanic Chamber of Commerce Foundation?

14 A. Not that I recall, no.

15 Q. Do you know the physical location of the
16 Hispanic Chamber, what the business address is?

17 A. I do not.

18 Q. What district of D.C. -- I know you guys
19 refer to districts here -- what district of D.C. is
20 the U.S. Chamber located in?

21 MR. MERONE: I'm going to object to
22 vagueness.